

Kyiv National University of Trade and Economics
Tourism and Recreation Department

FINAL QUALIFYING PAPER

on the topic:

«Human resources management of tour operator «Tourbaza Ltd», Kyiv»

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academic degree «Master»
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specialization «Tourism
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«20» November 2017

Task for the final qualifying paper Shpakovych Anastasiia

1. Topic of the final qualifying paper:

«Human resources management of tour operator «Tourbaza Ltd», Kyiv».

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3. Initial data of the final qualifying paper:

Purpose of the paper – study of theoretical and practical aspects of human resources management of tour operator and develop recommendations for its improvement.

The object – process of human resources management of tour operator.

The subject – methodological, theoretical and practical aspects of human resources management of tour operator «Tourbaza Ltd», Kyiv.

4. Illustrative material:

Structure of tour operator “Tourbaza Ltd” tourists by main types of tours in 2017, % (figure 2.2);

Dynamics of the basic economic indicators of the activity of the tour operator “Tourbaza Ltd” in period of 2016-2017 (table 2.1);

Dynamics of indicators of efficiency of use of labor resources for 2016-2017 (table 2.2);

Actions to improve human resources management of tour operator (figure 3.1).

5. Consultants of the research and titles of subsections which were consulted:

Section	Consultant (last name and initials)	Date and signature	
		The task given	The task received
Part 1	Dupliak T.P.	20.11.2017	20.11.2017
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6. Content of the final qualifying paper (list of all the sections and subsections)

INTRODUCTION

PART I. THEORETICAL AND METHODOLOGICAL BASIS OF HUMAN RESOURCES MANAGEMENT OF TOUR OPERATOR

- 1.1. Essence and objectives of human resources management
- 1.2. Features of human resources management in the tourism business
- 1.3. Role of motivation in human resources management of tour operator

Conclusions to part I

PART II. ANALYSIS OF HUMAN RESOURCES MANAGEMENT OF TOUR OPERATOR «TOURBAZA LTD», KYIV

- 2.1. Organizational and economic characteristics of tour operator
- 2.2. Human resources management analysis of tour operator
- 2.3. Motivation system assessment of tour operator

Conclusions to part II

PART III. HUMAN RESOURCES MANAGEMENT IMPROVEMENT IN TOUR OPERATOR «TOURBAZA LTD», KYIV

- 3.1. Actions to improve human resources management of tour operator
- 3.2. Substantiating proposed motivation system improvement measures of tour operator

Conclusions to part III

CONCLUSIONS

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7. Time schedule of the paper

No.	Stages of the final qualifying paper	Terms of the final qualifying paper	
		de jure	de facto
1.	Choosing and approval of the final qualifying paper topic	01.09.2017-25.10.2017	25.10.2017
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3.	Writing and pre defense of the 1 st part of the final qualifying paper	20.11.2017-11.05.2018	11.05.2018
4.	Writing and preparation of scientific article	till 01.06.2018	
5.	Writing and pre defense of the 2 nd part of the final qualifying paper	12.05.2018-31.08.2018	31.08.2018
6.	Writing and pre defense of the 3 rd part of the final qualifying paper	01.09.2018-14.10.2018	14.10.2018
7.	Preparation of the final qualifying work (title, content, introduction, references, annexes), the presentation of the finished work to the department for preliminary defense in commissions	15.10.2018-22.10.2018	22.10.2018
8.	Additional processing, printing, preparation of material to final qualifying paper defense	23.10.2018-31.10.2018	31.10.2018
9.	Presentation of the finished work to the department	01.11.2018	
10.	Defense of the final qualifying paper in the Examination Board	According to the schedule	

8. Date of receiving the task: 20.11.2017

9. Scientific adviser of the research

Dupliak T.P.

10. Manager of the educational program

Mykhailichenko G.I.

11. The task received by the student

Shpakovych A.O.

12. Resume of a scientific adviser of a final qualifying paper

Student Shpakovych Anastasiia executed the final qualifying paper full-scale in the set terms in obedience to the time schedule of the paper.

The content, structure and execution of the paper are in line with the requirements of the high school, has a practical value and academic novelty, an actual direction of researches. The final qualifying paper contains the introduction, main text (3 parts), conclusions, references and annexes.

In the first part theoretical basis of human resources management in the tourism business is defined.

In the second part human resources management of tour operator «Tourbaza Ltd», Kyiv is estimated.

In the third part the main actions of improvement of human resources management of tour operator «Tourbaza Ltd» were defined.

A final qualifying paper can be admitted to defense in the Examination Board and deserves a positive estimation.

Scientific adviser of a final qualifying paper _____ Dupliak T.P.

13. Resume about a final qualifying paper

A final qualifying paper can be admitted to defence in the Examination Board.

Manager of the educational program _____ Mykhailichenko G.I.

Head of the Department _____ T.I. Tkachenko

_____, _____, 2018

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INTRODUCTION

Actuality of final qualifying paper. In the conditions of the emergence of a market economy in our country, particular attention is given to the practical application of modern forms of human resources management (hereinafter – HRM), which helps to increase the socio-economic efficiency of any production as well as provision of services. The success of the company is determined by its employees. At each enterprise there is a need to determine the number of human resources, an effective system of recruitment, the system of remuneration for work, taking into account the individual aspects of employees, improving their living conditions and rest, etc.

One of the most important problems at the present stage of economic development in most countries of the world is a problem in the field of work with human resources. With all the diversity of existing approaches to this problem in various countries, the main common trends are the following:

- formalization of methods and procedures for recruitment;
- hiring of young and prospective workers;
- increase of the validity of HR decisions and increase their publicity;
- system integration of economic and state decisions with the main elements of human resources policy.

The main potential of the company lies in the human resources. Whatever splendid ideas, cutting-edge technology, the most favorable external conditions would exist, it is impossible to achieve high efficiency without a well-trained staff. It is the people who work, generate ideas and allow company's existence. Without people there would be no organization, no skilled human resources, no organization may achieve its goals. HRM is connected with people and their relations within the enterprise.

HRM is an increasingly important aspect of organization's activities, which may enhance organization's competitiveness and improve its functioning, this is especially significant and relevant for any company operating in tourism industry.

Research in the field of human resources management for a long time was carried out fragmentally, within the various sciences: economics, psychology, sociology, and others. In modern conditions in the field of human resources management significant material has been accumulated, effective theories as well as methods and technologies were developed.

Many works of foreign and domestic authors were devoted to the study of the improvement of tourism activities. The international dimension of tourism was analyzed by Y. Gesgal, F. Kotler, D. Bowen, I. Vasilieva, D. Makens, P. Steniev, E. Atanasova, D. Georgiiev, D. Woker, who considered the problems of development, organization and functioning of the tourist activity in separate countries and in the world as a whole; geographical direction (in the works of V. Preobrazhenskyi, Y. Vedenin, I. Zorin, M. Nudelman, Y. Putryk, M. Zachyniaieva, M. Falkovych, I. Kotliarov, the following is said about the touristic resources, their connection with the development of productive forces, the modern methodology used by researchers-geographers in the study of tourism). Such scholars in Ukraine and CIS countries as V. Andrienko, V. Vinogradskyi, V. Daniuk, O. Krushelnytska and others devoted their studies to various aspects of modern theory and practice of HRM. Among foreign scientists, there are such researchers as G. Dessler, P. Drucker, D. Nixon, M. Peters, G. Smith, I. Hentze and others.

Most researchers have focused mainly whether on HRM or tourism. The novelty of this work is to study the HRM in the field of tourism, specifically in tour operator's activity.

Purpose and tasks of final qualifying paper. The purpose of the paper is to study of theoretical and practical aspects of human resources management of tour operator and develop recommendations for its improvement.

The tasks are the following:

- learn basics of HRM;
- examine peculiarities of HRM in tourism business;
- to what extent motivation is important in HRM of tour operator;

- show organizational and economic characteristics of tour operator “Tourbaza Ltd”, Kyiv;
- analyze HRM of tour operator “Tourbaza Ltd”, Kyiv;
- interpret motivation system of tour operator “Tourbaza Ltd”, Kyiv;
- introduce HRM improvement measures in tour operator “Tourbaza Ltd”, Kyiv;
- substantiate ways to effective increase and use of labor in order to achieve the goals of the enterprise.

Concerning the **target of final qualifying paper** – process of human resources management of tour operator.

As for the subject – methodological, theoretical and practical aspects of human resources management of tour operator “Tourbaza Ltd”, Kyiv.

Research methods. The methodological basis of the research is a complex of general scientific methods: from specific to abstract, analysis and synthesis, coincidence of logical and historical, general interconnection, development, historicity, objectivity, integrity, humanism and human-centricity, theoretical generalization and comparison, system approach etc.

Data base of research consists of information data; materials of scientific articles, periodical literature, statistical and financial materials of an enterprise.

Scientific innovation of final qualifying paper is in development and presentation of HRM improvement measures in tour operator and their implementation ways within the company.

Practical value of results of final qualifying paper will be seen in their practical implementation in the company’s day-to-day activities.

Practical approval of research results of final qualifying paper. Research results of HR management of tourism enterprise, partially prefilled in the scientific article «Features of human resources management in tourism business» in the collection of scientific articles of KNUTE students (Annex A).

Structure of final qualifying paper. The work consists of an introduction, three sections, a general conclusion, a list of sources used (54 items). The text contains illustrative material (namely 14 tables and 17 figures), 6 annexes.

PART I

THEORETICAL AND METHODOLOGICAL BASIS OF HUMAN RESOURCES MANAGEMENT OF TOUR OPERATOR

1.1. Essence and objectives of human resources management

Human resources management is one of the most important aspects of the activities of a tourist enterprise. Whereas in the past, the main attention was paid to the development of technical progress, the search for and introduction of new technologies and various modified organizational structures, the human factor is now considered relevant - in other words, the essence and efficiency of the business are determined by people.

The topic of HRM is very relevant today, and for our country, the search for qualified people who are knowledgeable in this area is a rather difficult task. Only highly skilled workers will be able to work at a high and decent level in the modern tourist business. After all, the guarantee of good efficiency of the tourist enterprise is good staff training and continuous professional development. Intelligent HRM contributes to development in a tourist organization.

An important factor in management is the motivation of employees. Motivation is a guarantee of success and improvement of the quality of tourist services. Due to the motivation of employees as an asset of an organization, a travel company achieves market success. In tourism, resource management is understood to mean a concept, that is, a combination based on the success of a tourism company in a market economy due to the motivation and incentive of the staff [53].

Human resources is an important component in the path to success in the development of an enterprise, thanks to its creative thinking and collective work, the goals set by the tourist enterprise might be implemented. The demand for a tourist product is increasing more and more every year, therefore, the requirements for workers of tourist enterprises are increasing.

The management of the human resources of a tourist enterprise has to use the potential of each employee. The human potential means set of abilities, motivation, and creativity, which expresses itself in organization where they work.

HRM is a management function that deals with recruiting and training of human resources within company. It includes activities focusing on the effective use of human resources in an organization. It is concerned with the development of a highly motivated workforce. It also includes planning, acquiring, developing, utilising and maintaining 'human resources' in the achievement of organizational goals [4]. A few definitions of HRM are shown in the table 1.1.

Table 1.1

Definitions of HRM

Author(-s) of the HRM definition	The definition itself
E.B. Flippo [15]	Human resource management is the planning, organizing, directing, and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and societal objectives are accomplished.
The Indian Institute of Human resources Management [28]	Human resource management is a responsibility of all those who manage people as well as being a description of the work of those who are employed as specialists. It is that part of management which is concerned with people at work and with their relationships within an enterprise. It applies not only to industry and commerce but to all fields of employment.
D.A. DeCenzo, S.P. Robbins [9]	Human Resource Management is concerned with the people dimension" in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization is essential to achieve organisational objectives. This is true, regardless of the type of organization – government, business, education, health or social action.
Milkovich & Boudreau [16]	A series of integrated decisions that form the employment relationship; their quality contributes to the ability of the organizations and the employees to achieve their objective.

Due to the rapid development of the tourism market, the main condition for the successful operation of the tourist enterprise is the experienced and competent staff, which easily adapts to the new consumers of tourist services. Tourist companies recognize that the key to success is the need for flexible and dynamic human resources management, as this process involves solving a number of problems that are related to: finding staff, keeping and developing workers, stimulating, creating comfortable conditions, and evaluating staffing functionality.

The main purpose of the tourist enterprise in the management of human resources is to obtain a tourist enterprise superiority over their competitors, achieve market leadership, as well as providing a quality tourism product.

One of the main objectives of human resources management is to identify the best of the workers. Good results can be achieved by providing staff with satisfaction from their work, payment and working conditions, achieving their own results and active support. Human resources management in the tourism sector has many features, namely:

- self-realization (improvement of own skills, acquisition of new knowledge and skills, freedom of activity, etc.);
- increasing the competence of each employee (advanced training, conferences, trainings);
- motivation of the human resources;
- permanent self-education and development;
- praise and remuneration (employee supervision, activity evaluation, length of service, awards for creativity, bonuses);
- formation of culture in the organization, the effectiveness of social communication, the ability to constructive communication [52].

Good firms can be distinguished from poor taking into account different quality of staff, hence the difference depends on the proper management of human resources. The result of good staff management is the dedication and interest of the employees themselves who are willing to take part in the affairs of the travel

company and constantly improve their skills. The effective functioning of any enterprise is determined by the level of professional development of its staff. In today's conditions, the rapid development of knowledge and practical skills, one of the most important factors in ensuring the competitiveness of the company in the market is the need to constantly raise the professional level of their employees.

In connection with the increased importance of human resources within the framework of scientific literature, many concepts related to human resources are treated in different ways. Many of the contemporary scientists interpret this concept in their own way. V. Savchenko [52, p. 17] defines the management of human resources as a systematic process of continuous professional training of employees for adapting to new functions, qualifications and the improvement of social human resources structure.

According to F. Khmil [54, p. 325], development of human resources is an interactive (recurring) process for the achievement of such factors in the level of qualifications of workers which would meet the development strategies of the organization. In this understanding, the development of human resources is a fundamental component of the general process of management, integrated with the development of the organization and the formation of the professional career of the employees.

Staff development can be general and professional. This concept in the works of A. Kibanov [46, p. 85] is broader, in particular, development of human resources is a set of organizational and economic measures of human resources management in the field of training of the human resources of the organization, its retraining and advanced training. These activities include professional adaptation, vacancy candidates assessment, current staff assessment, business career planning and professional career advancement, work with staffing reserves.

According to V. Savchenko [52, p. 18], professional development of human resources – a highly directed and systematic influence on the employers with regard to the implementation of their professional experience in their respective work-related activities in the organization with the aim of achieving the high effectiveness

of professionalism or good service, increasing the competitiveness of the company's human resources in the market, insure the maximal use of the abilities and the potentials of the workers with the aim for such workers to be prepared if the new, more complex work occurs.

It should be noted that the personal skills of self-development are also relevant, on opinion of L. Gitelman [42] in the most complete way followed self-development concept. Self-development is a process of conscious, deliberate development of a person as an employee, which includes self-education, gaining new skills, dispositions and functionalities, as well as competencies in the whole, which ensure the effectiveness of professional activity.

All of the above-mentioned definitions compile such a concept as professional development. Nowadays, the definition of the human resources professional development training has not yet been determined, hence based on the generalization of existing approaches, the meaning of this concept was derived as following: human resources management - this is a series of continuous interconnected actions providing a purposeful and systematic impact on employees through vocational training during their work in the organization in order to increase the quality of the workforce with the requirements of the workplace, more effective use of their potential and the association of factors of interest in labor.

The analysis of scientific literature allows us to conclude that, as of today, the management and training of human resources are allocated as a separate management function. The structure of human resources management consists of the following components: planning and forecasting of human resources management; organization of human resources management at the enterprise; motivation of human resources for professional development; control over the implementation of professional development, control of the success and effectiveness of training.

Each of the structural elements of the program by the professional development of the human resources at the first and the second level has its own change and affection. Thus, the planning of management of professional human resources provides for the recognition of strategic goals in the management of the personality,

the substantiation of the necessity and directions of the professional education and the recognition of its missions. The main directions of vocational education are:

- the primary education in accordance with the requirements of the enterprise;
- learning to eliminate the discursiveness between the objects of the work position and the personal qualities;
- training for upgrading the general qualification;
- education for working with new areas of organization development;
- education for the absorption of new methods of coping with difficult operations [40, p. 198].

The planning of management of professional development of the human resources covers five consecutive stages:

- 1) the information - the collection and processing of the necessary information for the current human resources and its development in the future;
- 2) development of a program of professional development of human resources at the enterprise - an analysis of the existing situation and the prospect of professional development, the development of alternatives to the prosperous development of the human resources;
- 3) decision-making - approval of one of the variants of the plan as a mandatory benchmark for organizing the professional training;
- 4) determination of unnecessary expenses;
- 5) implementation of control over the realization of the platform of professional development, the control of the success and effectiveness of learning; adjustment of professional development goals based on changing goals of the organization [41, pp. 152-154].

The task of management is continuous professional development at the enterprise, hence, maintaining the corresponding professional level of workers. Applying the system of continuous education, the company can provide the most complete compliance of the structure of employees to the structure of jobs, taking into account the entire spectrum of requirements for employees [38]. At present, the

management of the development of human resources of the enterprise is operating independently, which has both positive and negative comments. In market conditions, the functions of enterprises in the field of development of the human resources significantly increased.

The system of preparation, improvement of qualification and retraining of employees in enterprises under market conditions, on the one hand, should be quick to respond to changes in the needs of labor force, and on the other hand, to enable employees, in accordance with their interests, to increase their professional level.

Consequently, the system of human resources management at the enterprise should be flexible, able to change the content, methods and organizational forms in accordance with the needs of production and the situation that is formed on the labor market.

1.2. Features of human resources management in tourism business

Human capital is crucially important to the long-term development of the tourism sector. Tourism provides employment to individuals of all ages and skill levels. And, it depends on quality, available human resources to develop and deliver a competitive tourism product that meets consumers' changing needs. Attracting, training, developing and retaining talent is a major challenge for managers. Investing in training and keeping talented employees is a key component of success for businesses and for the entire industry.

Tourism is one of the world's largest and rapidly growing industries. In the 21st century, global economy is driven by three major industries includes technology, telecommunication and tourism. Tourism is the collection of activities, services and industries that deliver a travel experience including attractions, transportations, accommodations, eating and drinking establishments of retail shops, entertainment, business and other hospitality services provided for individuals or groups of travelling away from home [10].

As of today, there are many different issues concerning tourism labor: shortage of human resources, under-qualified employees, non-competitive wages compared to other sectors – these factors may reduce the tourism businesses' efficiency. Also, irregular working conditions and seasonality of this industry make jobs in tourism less attractive for potential applicants. All of this poses a challenge for employers. Other issues with work environment include:

- A high proportion of SMEs and micro-enterprises;
- High turnover rate and many vacant positions;
- Poor training culture.

In a period of increasingly rapid change, technical skills quickly become obsolete. For this reason, an applicant's ability to adapt to the change and learn new skills is becoming a key hiring criterion. Future employees are also increasingly being chosen for their personal and interpersonal competencies.

Some tourism companies are devising creative ways to overcome difficulties and attract the best possible applicants, such as launching original recruitment campaigns and implementing tools that make hiring easier.

Recruiting internationally trained workers may be one of the possible ways for the tourism employers to maintain a stable workforce. These workers from overseas may encourage tourists from the same culture and country of origin to come to your country. Implementing strategies to attract skilled workers to the country may be of an advantage.

Tourism companies typically meet potential candidates by organizing recruitment fairs. The date and location of these events are advertised in advance on job sites or on the company website [3].

Tourism is characterised by duality, whereby large multinational companies co-exist with SMEs and micro-businesses. The small enterprises have supported a tradition of maintenance of amateur human resources in management, which only the big companies started to change. The qualified human resources and trained professionals, and most of all those with experience in other industries, are an unusual thing outside the big firms [19].

HRM is a special approach to managing people in an organization aimed at achieving competitive advantage through the strategic placement of skilled and loyal staff using a holistic set of cultural, structural and staffing techniques [40, p. 91].

The art of leadership is to find the exact approaches and methods that would provide the desired result, while applying the method of motivation and incentive so that the employees sought the results themselves. HRM is an important structural component of management. HRM helps improve the organization's performance and helps in defining top priorities, goals, principles and objectives [5].

In a market economy, there is a need to develop new approaches to human resources management, driven by the need for continuous human resource development and capacity-building for enterprises.

HRM has its own theory, which includes various features of production, age and psychological, in particular:

- HRM is associated with time, social and professionally-qualified restrictions;
- employees who aspire to study make a great effort for self-realization in professional activity;
- HRM provides the opportunity to apply skills and knowledge during work.

Professional HRM in market conditions in modern economy should be continuous and conducted throughout the organization's work. HRM at the enterprise provides staff with appropriate training, which is conditioned by the following factors: introduction of innovations in technology, new technologies, growth of communication capabilities (in this connection, the necessary qualifications may not be guaranteed by basic education); high level of competition in the market; constant and rapid changes in information technologies, etc. Under these conditions, HRM may be considered as a good investment in the future of the enterprise. Staff or even separate organization's unit that is in charge of the human resources management may be considered as those that generate profits of the organization [45].

One of the important aspects of HRM is the definition of employee's goals. It should be noted that the goals of subordinates themselves and enterprises' differ considerably. The objectives of each enterprise are:

- formation of the managerial staff and human resources reserve;
- mastering the ability to identify, understand and solve problems;
- staff maintenance;
- staff integration;
- flexible staffing potential formation;
- adaptation of workers to the enterprise, structural unit, workplace;
- introduction of innovations.

As for the objectives of the employee, they are the following:

- increasing professional competence;
- obtaining professional knowledge outside the sphere of professional activity;
- development of social competence;
- development of capabilities in the field of planning and organization of activities [43].

Company's activity is carried out thanks to skilled workers, efficient human resources management, which increases the competitiveness of tourist enterprise, in order to succeed in implementing strategies, in terms of its development and success. The concept of HRM may be interpreted as an activity aimed at achieving the goals of the enterprise and personal goals of the workers through the most effective use of labor resources.

HRM system recognizes the need for investment in HR formation and development, justifies the economic expediency of the costs associated with the attraction of high-quality workforce, its continuous training, support, creation of conditions for more fully revealing the possibilities and abilities laid down in the person, for the future of its development. Hence, HRM is a system of interrelated organizational, economic and social measures in order to create conditions for the

normal functioning, development and efficient use of labor potential at the organizational level.

The basis of the concept of human resources management of the enterprise consists of producing the principles, directions and methods of management, taking into account the work with human resources at all levels of strategic planning of the enterprise, introducing new methods and systems of training and human resources development, defining and implementing a coordinated unified tariff policy and remuneration, development and application at the enterprise of economic incentives and social guarantees. Such human resources policy of the enterprise should provide development of strategy of human resources management, rational selection and hiring of human resources, analysis, planning, forecasting of human resources potential and the labor market, human resources changes in the organization, personal assessment of the level of knowledge, skills and personal responsibility; evaluation of the work performed and its results, the organization of advertising and the establishment of interaction with external organizations that provide the company with human resources. Of great significance at this time is the legal and informational provision of the process of human resources management, the creation of working conditions.

Particular attention and responsibility requires organizing labor relations in terms of elaboration of rules and skills, functional responsibilities, human resources performance assessment, formation of a sense of responsibility among employees, analysis and regulation of group and interpersonal relationships, conflicts and stress management, conduct of socio-psychological diagnostics, formation of corporate culture rules, creation of safe working conditions.

In a number of European countries, centers of evaluation of human resources management have been opened, the activities of which are to identify, on the basis of a special complex of tests and exercises of potential abilities of human resources management, but such centers are not free from shortcomings and do not always guarantee absence of errors.

The effectiveness of the functioning of the human resources management system should be determined by its contribution to the achievement of organizational goals. Success of human resources management is determined by the efficiency of the use of labor resources to achieve their goals, comprehensive vision of the problem and a holistic approach to human resources, in conjunction with the strategic objectives of the enterprise. Thus, within the framework of strategic management, there is an urgent need to change the functional model of human resources management in an enterprise based on its own organizational philosophy, based on its own experience of working with its employees and using the practice of leading domestic and world companies [40].

As for career opportunities in tourism – there are a lot of both in many private and public sector areas: tourism operations, destination management, environmental management, hospitality and hotel management, transport, eco-tourism (and other specific tourism activities), finance, marketing, regional and national government authorities, international business (table 1.2).

Table 1.2

Potential places of employment in tourism*

Employment opportunities	Examples
City or regional authorities	Tourism Department of Ministry of economic development and trade of Ukraine
Cruise liners	Royal Caribbean International
International airlines	UIA, British Airways
Educational programmes	JET Programme
Museums	Canterbury Museum
Regional, national, or international hotel chains	Accor Hotels
Tour operators	TUI, TPG, JoinUp
Tourist operations	Extreme tour,
Travel companies/agencies	Expedia

*designed by author

As we can see there are a lot of diverse opportunities for employment in tourism, they may vary from governmental institutions to private sector companies, through different spheres.

According to ILO Global Dialogue Forum on New Developments and Challenge [10] report, even though international tourism is affected by the global economic and social crisis, it is anticipated that the tourism sections global economy to provide 296 million jobs by 2019 so that tourism has the potential to become a major generator of job.

Tourism is extremely labour intensive and a significant source of employment. It is among the world's top creators of jobs requiring varying degrees of skills and allows for quick entry into the workforce for youth, women and migrant workers [23].

In some countries, the contribution of tourism for employment is unavoidable; for instance, India is the 2nd largest employment generator in the field of tourism as large as 25 million jobs [8].

Based on the involvement or contribution tourism supply side, employment opportunities in tourism and hospitality sectors can be created either directly or indirectly. Direct Employment opportunities are the total number of job opportunities supported by directly in travel and tourism. For example employment by hotels, restaurants, travel agencies, tourism information offices, museums, protected areas such as national parks, palaces, religious sites, monuments, aircrafts, cruise lines, resorts or shopping outlets, souvenirs, photography, sightseeing tours, farmhouses, bed and breakfast, rural inns, and guest houses local transportation (state owned airlines and railways, private transport facilities), Guides, cooks and scouts. [6].

Tourism and hospitality also supports indirect employment in activities like restaurant suppliers, construction companies that build and maintain tourist facilities, as well as necessary infrastructure, aircraft manufacturers, various handicrafts producers, marketing agencies, accounting services, which are more or less dependent on the companies providing direct employment for their revenues [11].

The economic impact of tourism is measured in terms of its effect on: income, employment, investment and development; and balance of payment [33].

There is no equal treatment for all type of employees. For example, gender inequality is manifested in the sectors. Women perform 66 percent of the world's

work, produce 50 percent of the food, but earn 10 per cent of the income and own 1 per cent of the property. Such circumstances are avail due to the fact that women have lower access to land, capital and education than men, women tend to work at home or family enterprises unprotected by law, and women face discrimination and overload of work at business enterprises and family life [34].

As per UNWTO report on the assessment of the opportunities and challenges which face women with respect to employment in tourism conducted in 2011 noted that unskilled or semi-skilled women tend to work in the most vulnerable jobs, where they are more likely to experience poor working conditions, inequality of opportunity and treatment, violence, exploitation, stress and sexual harassment. In developing countries, additional factors such as low level of education and training, widespread poverty, poor maternal health and lack of sex education together with socio-cultural factors have prevented women from being empowered as economic actors. Businesses can be located at some distance from residential areas, particularly in poorer countries and communities, imposing both travel and time costs on women who frequently have limited access to both financial and time-flexibility resources [31].

The other issue is that lower levels and occupations with few career development opportunities being dominated by women while key managerial positions are dominated by men. Women are under-represented in managerial and senior positions. For example, women represent only 32 per cent of managers in companies within the EU, 10 percent of members of management boards of the largest companies, and 29 per cent of scientists and engineers across Europe.

Family and care responsibilities are still not equally shared. The task of looking after dependent family members is largely borne by women. Far more women than men choose to take parental leave. This fact, together with the lack of facilities for child care and elder care, means that women are often forced to exit the labour market: the employment rate for women with dependent children is only 62,4 per cent compared with 91,4 per cent for men with dependent children [22].

A European Foundation for the Improvement of Living and Working Conditions (Eurofound) report states that the average payment rate in the hotels and restaurants is low when compared to average wages in almost all EU member states. Generally speaking, the tourism and hospitality sector is recognized by low hourly rates of pay, over time work without extra money, long working hours of 50 hours per week, little or no adequate breaks during peak season periods [18; 29].

United Nations Environment Programme and ILO gives due attentions for standardization and certification which have a central role to play in promoting environmental and social performance and satisfying consumer demand for responsible travel. Certification schemes may be applied to tourism enterprises such as hotels, resorts, marinas, travel agencies, tour operators, and transportation services. They may also be used to certify the environmental soundness of tourist destinations and natural resources at these destinations [14].

Various standards of the International Organization for Standardization (ISO) have been used in the tourism sector to improve the overall quality of service. These include ISO 9000 for quality management and ISO 14000 for environmental management [1;2;11;27;32;36].

There are the diverse range of options for tourism management graduates. The following job titles show the variety of roles available. Many roles are beginning level and provide first industry experience that can lead to roles with higher responsibilities and remuneration (figure 1.1).

We may observe only a few examples of the positions in tourism, there are undoubtedly much more wide range of options. Tour managers are connected with the operational and commercial activities within tour company, that is, manage selection and maintaining of relations with suppliers, creating competitive, profitable products, recruit and train staff, manage company's booking systems. Tour operators arrange and promote vacation and travel options, collaborate with hotels, airlines and other transport companies, in order to execute the arrangements [26].



*Figure 1.1. Main job opportunities in tourism **

*designed by author

This is either implemented through travel agencies or directly to the customer. They provide customers with advice about where to travel as well as the best means of reaching such destinations. If customers already know where they want to travel to, tour operators may suggest an escorted tour or can help to devise a complex itinerary, which will allow the separate elements of their trip to fit together. Most tour operators are employees although self-employment is also an option. Some are large companies selling over a million trips a year, when other are small separate market operators [37]. As for the other popular example, hotel manager position, it covers control and monitoring over human resources (recruiting, training and supervising staff), also managing budgets, statistical and financial reports, events and room bookings, dealing with customer complaints and requests, promoting and marketing the business etc. For the full and comprehensive description of all jobs the separate

study should be implemented, but in this case, we decided to focus on only a few instances of a wide variety of positions in this sector.

1.3. Role of motivation in human resources management of tour operator

The purpose why people get work firstly is because of money, others seek fame, others seek power; the fourth just love what they are doing. These and other circumstances that motivate a person to be active, are called motives, and their application - motivation. There are external circumstances (stimulus) affecting human behavior.

The desired behavior of an employee for example can be achieved in two ways: to rely on a person with the already established level of internal motivation or to use the external by means of incentives. Motivation is the internal state of a person associated with needs, which activates, stimulates and directs his/her actions to the goal [50]. It induces a person to take active action, including to work, the need to meet diverse needs (under needs means a lack of something that causes a state of discomfort). The following definitions of motivation are represented in table 1.3.

Table 1.3

Definitions of motivation

Author	Definition
Kathryn M., David C. [25]	Motivation a powerful tool that reinforces behavior and triggers the tendency to continue. In other words, motivation is an internal drive to satisfy an unsatisfied need and to achieve a certain goal. It is also a procedure that begins through a physiological or psychological need that stimulates a performance set by an objective.
Kanfer R. [30]	Work motivation research focuses on multiple dimensions of behavior change, including the direction, intensity, and persistence of workplace actions and job performance within the broader, continuing stream of experiences that characterize the person in relation to his or her work.
Craig C. [7]	A set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior and to determine its form, direction, intensity and duration.
Deci E., Koestner R. [12, p. 658]	Intrinsic motivation energizes and sustains activities through the spontaneous satisfactions inherent in effective volitional action. It is manifest in behaviors such as play, exploration, and challenge seeking that people often do for external rewards.

There are as well two wide types of motivation, extrinsic and intrinsic motivation. One of the main distinctions between extrinsic and intrinsic motivation is that while extrinsic motivation is driven by forces that are external to an individual, intrinsic motivation is driven by forces that are internal and within that individual [20].

Further, extrinsic motivation is defined as mainly focusing on factors that are goal driven, such as the rewards and benefits of performing a certain task, whereas intrinsic motivation is usually referred to as meaning the pleasure and satisfaction that an employee gets when performing an activity (figure 1.2).

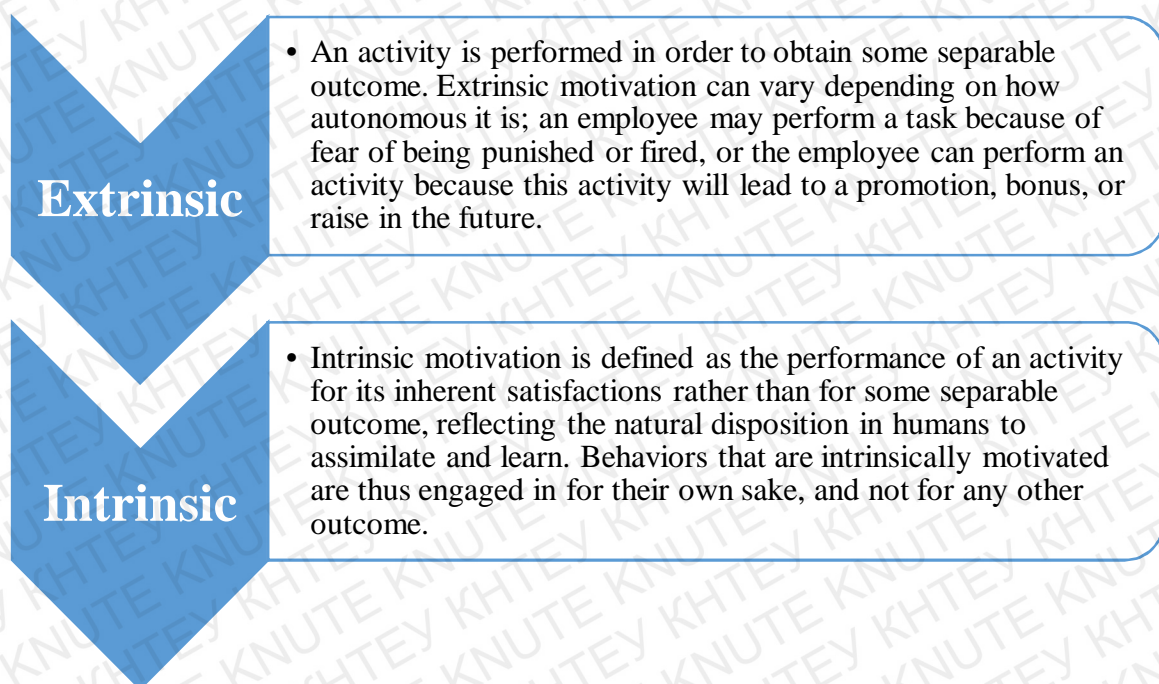


Figure 1.2. Extrinsic and intrinsic motivation [13]

Except for the above-mentioned main types of motivation, there might also be identified such motivation type as incentive travel which serves as the source of motivation for employees to perform better and has its effects and benefits for all the parties included: tour companies, hospitality firms etc. [21].

The needs are divided into: natural (in food, water, etc.) and social (in recognition, glory); congenital (in communication) and acquired (in learning);

primary (in the factors that provide survival) and secondary (in the development of personality); tangible and intangible [49].

There are three levels of satisfaction: the minimum level is the level that provides survival; normal, supports the worker's ability to work with due profits and is reflected in the consumer budget; the level of luxury when meeting the needs becomes just as an end aim in itself or as a means of demonstrating a high social status.

When there is awareness of the needs of a person there is as well a desire to satisfy them, and, consequently, an interest in what will allow it. Interests are classified as follows: by content, i.e. material, spiritual, professional and others; in the direction on the activity or the result; in width - concentrated and distributed; for stability - long and short-term [48].

Interests may be due to the aspiration of a person, to get a certain object or vice versa, to avoid such possession; to enjoy the pleasure of an object already in his/her possession, which he/she wants to save, or to get rid of it as a result of the inconvenience that it provides. For example, an interesting job brings a person a pleasure, a person is prepared to work literally in a voluntary basis or otherwise he/she agrees on everything if only not doing some work [24].

On the basis of internal motivation, people act more calmly, rather, more conscientiously, spend less power, learn tasks and knowledge better. But the internal motivation to act is the result of the interaction of a complex set of needs that are gradually changing, and in order to motivate a particular person, the manager must identify these needs and find a way to meet them. Essentially, there are economic as well as non-economic motivation of employees (table 1.4).

However, there is no clear distinction between economic and non-economic motivation, and in practice they are closely interrelated, predetermine each other, and sometimes just inseparable [48].

Table 1.4

Economic and non-economic motivation*

Economic motivation	Non-economic motivation
<p>People, as a result of fulfilling the requirements imposed on them, receive certain benefits that increase their well-being. They can be direct (cash income) or indirect, making it easier to get direct (additional free time that allows you to earn money elsewhere). However, a purely economic approach is not the best solution. As the remuneration grows, the employee begins to pay attention to the income received, whose sufficient value, generating a kind of phenomenon of evolutionary behavior. Therefore, economic stimulation does not give such an effect, which, it would seem, could be expected from it.</p>	<p>Non-economic motivation are divided into organizational and moral ones. There is a positive impact on motivation, such as success stories, career planning and regular assessment, career advancement.</p>

* designed by author using material from the source [48]

The ways of motivation include organizational and psychological ways. Organizational involve, first of all, the involvement of employees in the organization's affairs, which provides that they are given the right to vote in solving a number of problems, usually of a social nature [47]. An important role is played by the motivation to acquire new knowledge and skills that makes employees more independent, and gives them confidence in the future. Motivation to enrich the content of work is to provide people with more meaningful, important, interesting, socially important work that corresponds to their personal interests and inclinations, with wide prospects of official and professional growth, which gives an opportunity to show their creative abilities, to control the resources and conditions of their own works, when everyone should possibly be his/her own master if possible. Moral psychological methods of stimulation include the following basic elements:

1. Creation of conditions under which people would feel professional pride for being able to cope with the assigned work, involvement in it, responsibility for its results; would appreciate the value of the results, their specific importance to someone. In order for the work to bring satisfaction, the task must contain a certain percentage of risk and the ability to succeed.

2. The presence of a challenge, ensuring the ability of everyone in their workplace to show their abilities, express themselves in labor, and its results, must prove that a person can do something, and this "something" must get the name of its creator. For example, distinguished employees get the right to sign documents in the development of which they participated, which gives them the opportunity to feel their significance.

3. Recognition, which can be personal and public. The essence of personal recognition is that the employees who are particularly distinguished mention special reports to the top management of the organization, and when available, they are personally welcomed by the administration [39].

Such a way of stimulation has not become widespread in our country. But public recognition is much better known to us. Exemplary fulfillment of labor duties, increase of labor productivity, improvement of product quality, long and flawless work, innovations in labor and other achievements are rewarded with adverts of gratitude, a valuable gift, an honorary diploma, entry to the Book of Honor and on the Board of Honor.

The rules of the internal order may include other incentives, such as honorary titles of their organization. For special labor merits, workers are represented to the promotion, awarding of orders and medals, certificates of honor, breastplates, the awarding of honorary titles and titles of the best in the given profession [44].

Promotion is intended to stimulate not only certain person but also others, and for this it should be perceived by the team as a whole. It is possible to combine several incentive measures, such as material and moral stimulation.

During the term of the disciplinary action, incentive measures are not applied to the employee, but the form of pre-term withdrawal is a peculiar form. Employees who successfully and conscientiously perform their labor duties are primarily provided with benefits in the field of social, cultural and residential or domestic services, in the promotion, that is, the transition to more skilled work or to a higher position (in the presence of vacancies required preparation, business and personal qualities) [51].

Conclusions to part I

1. The success of the company, operating in a tourism sphere, is provided by this company's employees. That is why the modern concept of enterprise management involves the allocation of a large number of functional areas of management activities that relate to the management of the HR component of production - the human resources of the enterprise. All these trends indicate the enrichment of the human resources management function in the near future and the growth of its significance in management in general, which in turn leads to an increase in the role of science and constructing this most important area of management activity.

2. Tourism is a reasonably accessible entry point into the world of work, specifically for young but as well as older workers. It also provides jobs for people living in remote regions. It supports local populations and stimulates economic development. Tourism jobs have many benefits but, unless there is an adequate response to the current labour shortage, the productivity, competitiveness and growth of the entire industry will suffer. Employers who adopt the new recruitment and retention strategies will be able to address the many labour market challenges. But, those employers must be open, innovative and proactive if they want to attract and retain a quality workforce.

3. In general, it is possible to formulate a number of rules for the effective motivation of employees. Motivation brings results, when subordinates feel recognition of their contribution to the results of work, have a deserved status. The situation and the size of the cabinet, participation in prestigious congresses, the function of the representative of the firm in important negotiations. Traveling abroad. An unusual designation of the position - all this underlines the position of the employee in the eyes of colleagues and others. It is sensible to resort to this method: partial or complete loss of the employee's previously granted status leads, as a rule, to extremely violent reactions up to dismissal.

4. Unexpected, unpredictable and irregular incentives motivate better than predicted when they virtually become unchanged part of wages. Positive reinforcement is more positive than negative. Reinforcement must be urgent, which is expressed by an immediate and just reaction to the actions of employees. They begin to realize that their extraordinary achievements are not only noticeable, they are appreciably rewarded. Executed work and unexpected remuneration should not divide too much time; the larger the time interval, the smaller the effect. However, the encouragement of the leader should eventually be realized, rather than staying in the form of promises.

PART II

ANALYSIS OF HUMAN RESOURCES MANAGEMENT OF TOUR OPERATOR «TOURBAZA LTD», KYIV

2.1. Organizational and economic characteristics of tour operator

The object of research is Ukrainian tour operator “Tourbaza Ltd”, it is engaged in tour operator’ activities and is a tour operator specializing in the following types of tourism: Carpathians tours, Europe tours, one-day tours, winter tours, tours within Ukraine (which holds the main position). It holds two offices: in Kyiv and in Lviv. It was founded in 2016 and carries out its activity according to the license issued by the Ministry of economic development and trade of Ukraine (Annexes B, C).

The first and most important task of this company is the popularization of tourist attractions of the western region of Ukraine, the development of patriotic spirit, the construction of a competitive tourism infrastructure. The purpose is to meet the needs of the population, attract customers, increase profits and image of the enterprise. The services offered by the firm determine the possibility of sales and profit. However, you need not just to produce goods: they must be designed for a specific market and meet the general objectives of the firm. The main tasks of tour operator “Tourbaza Ltd” include:

- studying the needs of potential tourists for tours and tourist programmes;
- compilation of routes and perspective programmes of tourist services;
- interaction with service providers;
- calculation of tour cost and price determination;
- realization of tours;
- administrative provision of tours;
- provision of tourists with necessary and special equipment, souvenir and advertising and information products;
- preparation, selection and appointment of specialists on the routes of travel (guides, instructors, guides-translators, etc.);

- advertising and informational work on promotion of tourist product to consumers;
- control of the quality, reliability and safety of tourist services [35].

As we can see from company's logo at figure 2.1, it is composed (apart from company's name) of mountains' image, green hills and sun which indicates one of tour operator's main direction of activities – tours in Carpathians (Zakarpattia region), in general points out tourism in Western Ukraine, as well as ski tourism.



Figure 2.1. Logo of tour operator “Tourbaza Ltd” [35].

The organization of services renders almost the most important place in the activities of travel companies, and in particular, “Tourbaza Ltd”. For this work the company allocates most of its working time. The success of the tour company depends primarily on the correctness of providing the tourist with tourist information about the tourist product that the tourist intends to purchase.

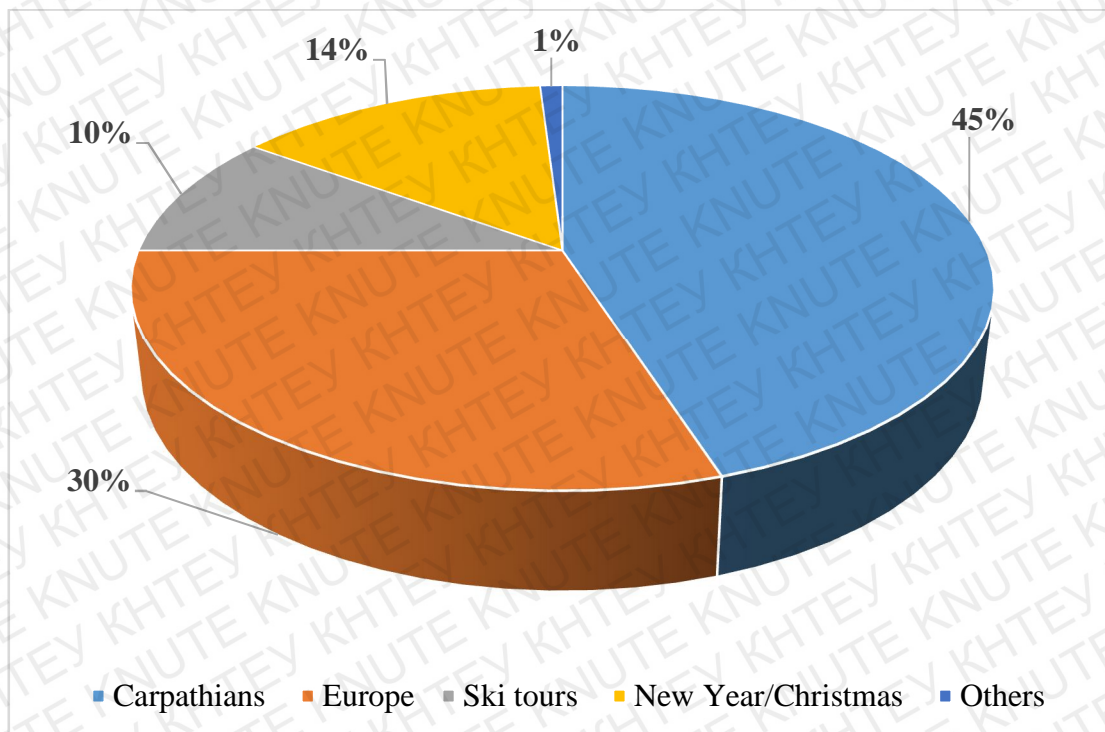
Types of tour products are determined by different criteria. There are such tourist products, which were given to customers in 2017 by the tour operator “Tourbaza Ltd”:

- Excursions (sightseeing), both within Ukraine and abroad;
- New Year/Christmas tours (Ukrainian destinations and European);
- Skiing (major part of which – Carpathians tours, only some includes travel outside the country).

The following research (Annex D) of tourist products, which were given to customers in 2017 by the tour operator “Tourbaza Ltd” shows apart from described above main types of tourism, also detailed review of destinations included in given

tours, tour price, means of transportation as well as amount of tourists (mostly in groups given the specificities of tour operator's tourist products).

In the below figure 2.2 there are some main types of tour products (hereinafter – tours) designed and sold by tour operator “Tourbaza Ltd”, which can be distinguished as the most popular according to tour operator's day-to-day practice.



*Figure 2.2. Structure of tour operator “Tourbaza Ltd” tourists by main types of tours in 2017, % **

* designed by author

As it is seen from figure tourists give their preferences mostly to Carpathians and Transcarpathia tours, as well as tours in European countries. Also popular choices are ski tours and New Year/Christmas tours. As for ski tours – they are mostly within Carpathians but there is also European destination as well – to Slovakia. When it comes to New Year/Christmas tours – these are carried out in Carpathians and Transcarpathia, also popular 4-6 days bus tours in combination of a few European countries, such as Hungary– Austria, Czech Republic– Germany– Hungary– Austria, Latvia– Sweden, Poland– Germany– Netherlands, Italy– Vatican– Hungary, Poland– Italy– Austria, Estonia–Latvia–Sweden–Finland etc.

Not enough attention is paid to development of domestic tourism, but every year its economic importance is growing. Ukrainian tour operator “Tourbaza Ltd” works for domestic tourism, and also organizes tours mainly for groups abroad. Different forms of tourism demand the means of organizing rational leisure, active rest and displaying a healthy lifestyle for a wide range of people and different in age.

It is possible to distinguish the following types of tourism on which the firm operates: Excursion tourism - a journey for cognitive purposes. This is one of the most common forms of tourism. Recreational tourism - a trip for rest and treatment. This type of tourism is very widespread throughout the world. In some countries it stands out as an independent branch of the economy and functions in parallel with other types of tourism.

Adventure tourism is tourism associated with physical activity, and sometimes with a danger to life. The main tour company’s specialization is in organizing tours in the western region of Ukraine: Lviv, Zakarpattia region, Carpathians, castles and temples (Zbarazh, Kremenets, etc.).

Forms of tourism organization provide for its division into following groups:

- organized tourism;
- unorganized tourism - usually spontaneous travel, organized by tourists themselves without the participation of the intermediary organization;
- amateur tourism - is a trip with the use of active means of travel, which tourists organize themselves (pedestrian, water, mountain, ski, auto-tourism, etc.).

Activities of the “Tourbaza Ltd” can be attributed to the organizational form of tourism. Regarding the type of tourism activity, it is considered as an initiative:

- it is organized only by the tour operator. When traveling in sightseeing trip, to rest, on a day trip or on a long trip, tourists are confronted with a range of problems that, in case of coincidence, can lead to negative health and property consequences, badly affect the mood and impression from travel or safety of tourists.

Security in the field of tourism is a set of factors characterizing social, economic, legal and other factors ensuring the rights and legitimate interests of citizens, legal entities and the state in the field of tourism.

In Ukraine there is an intergovernmental standard "Tourist excursion service", which provides for the design of tourist services, including the consideration of possible risks that can have negative consequences and cause damage to the health of the tourist and his property. Travel insurance (medical and accident) is obligatory and is carried out by the subjects of tourism activity on the basis of agreements with insurance companies, which have the right to carry out such activity.

Compensation for damage caused to the life or health of a tourist or his property is carried out in the manner prescribed by the current legislation of Ukraine. Necessary item is insurance, which is a kind of civil law relations for the protection of property interests of citizens and legal entities in the case of insurance certain events (insurance cases), defined by the insurance contract or current law at the expense of money funds, which are formed by paying citizens and legal entities of insurance payments travel agencies must have an agreement with the insurance campaign on compulsory insurance of tourists and their accompanying persons in the organization of domestic and foreign tourism, in accordance with the requirements of the current legislation for the following types of insurance:

- medical, covering all possible costs, which are required in one or another country in providing medical care;
- accident insurance.

The insurance contract is entered into by the tourist independently, directly with the insurer, the manager of the travel company, which organizes a tourist trip, must check the availability of the insurance policy of the tourist and add a copy of it to the contract, which is concluded between the tourist and the subject of tourism activity.

According to the form of construction, the tours offered by the "Tourbaza Ltd" are referred to the sub-tour - a trip on a certain route with a certain set of services. In the EU decree on tours, this tour is defined as a package of services that includes at least two components, such as transportation, accommodation and other services not related to the first two.

The tour operator “Tourbaza Ltd” offers the following types of tours for the purpose of travel: cognitive, recreational and sports (adventure). And in the form of organization of tourism activities - mostly group tours. A tourist route is an advance planned route of tourists between geographic locations that are visited during a certain period of time in order to receive services, as provided by the program of service, and additional: accommodation, meals, excursions, sports, entertainment, social events, etc. The starting and ending points of the route are points of start and end of the trip.

The choice of the route scheme depends on the transport system: the configuration of the transport network, its cleanliness and technical condition, the level of development of certain types of transport, the level of development of transport infrastructure, which ensures the reliability and safety of transport.

The route scheme depends on the selected form. The route is a tourist destination. Under the scheme routes can be linear, ring, radial and combined. The selection of points along the route is consistent with the program according to the type of tourism, the term and the class of service.

For a comprehensive analysis of the financial condition of an enterprise it is necessary to evaluate the trends of the most common indicators, which on various aspects characterize the financial condition of the enterprise.

For better understanding of tour operator’s current activities, a research took place on its financial capabilities through evaluation of some commonly used indicators, using methodology and recommendations outlined by Gibson [17].

Such indicators as company’s revenue, expenses, net profit, return on sales as well as product profitability are represented in the table 2.1, which are the basic economic indicators of the activity of any company, and in our case – for tour operator.

The evaluation is made for the period of three years – from 2016 to 2017 in order to see the changes in dynamics. By calculating return on sales (hereinafter – ROS) indicator we will be able to see how efficiently tour operator can generate

profits from its revenue or, in other words, what percentage of total tour operator's revenues are actually converted into profits.

The negative indicator will tell us the stagnation of the company. High indicator on the contrary - strong market position, value of the service or product of the company, good management.

As for product profitability – it is a concept that characterizes the economic efficiency of activities, in which the enterprise, by its cash inflows from the sale of products (services in our case), fully compensates the costs for its production and receives profits.

Table 2.1

**Dynamics of the basic economic indicators of the activity of the tour operator
«Tourbaza Ltd» in period of 2016-2017***

Indicator	Year		Absolute deviation	Growth rate, %
	2016	2017		
Revenue, thousand UAH	9884	10554	670	6,78
Expenses, thousand UAH	4842	5177	335	6,92
Net Profit, thousand UAH	692	784	92	13,29
ROS (Return on Sales), %	7,00	7,43	0,43	6,14
Product Profitability, %	14,29	15,14	0,85	5,95

*designed by author

As we may observe from the table, during the period from 2016 to 2017 there was increase, which tells us of a constant development of tour operator's activities. As for ROS, this indicator as well showed increase and has grown to 6,14%.

As for the product profitability indicator, it showed good management of expenses of tour operator “Tourbaza Ltd” for the researched period as according to constant indicator’s increase.

2.2. Human resources management analysis of tour operator

Management of the tourism activity of the enterprise is a deliberate influence on its human resources and clients for the organization and coordination of their actions in the process of providing tourist services. The functions of management should be understood as relatively separate areas of management activities (work processes in the field of management), which provide managerial action. They reflect the essence and content of managerial activity at all levels of management. The process of control is carried out through the implementation of certain functions.

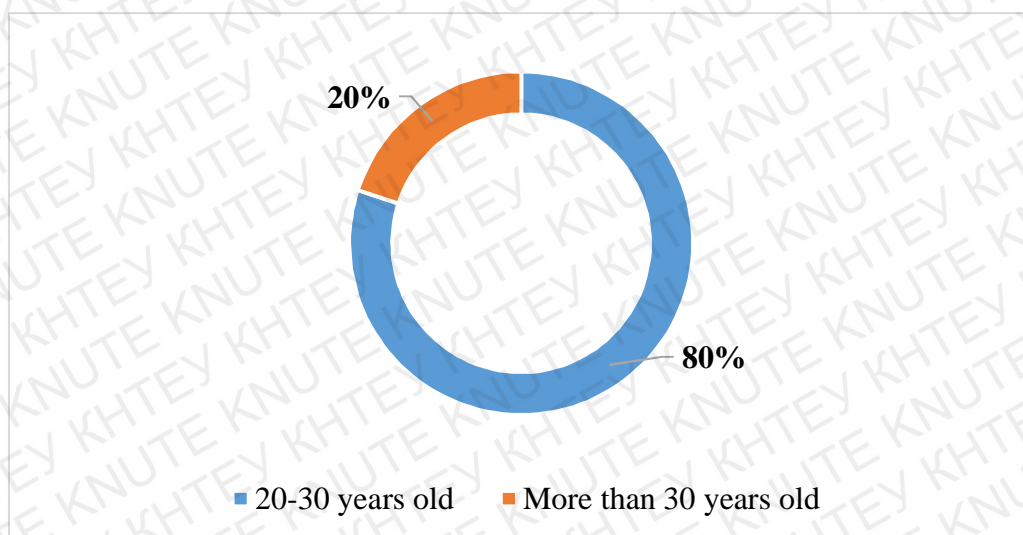
Determining the list of these functions is one of the most important tasks of the management theory. Management is seen as a process, not a work to achieve a goal with as well as not a one-time action, but a series of continuous, interrelated actions. These actions, each of which are in themselves a process, are very important for the success of the organization. They are called managerial functions.

Each management function is also a process, because it consists of a series of interconnected actions. The management process is the total sum of all functions. Namely: planning (deciding on what the organization's purpose and what members of the organization should do to achieve it); organization (determining who exactly should perform each specific task from a large number of existing within the organization, including management).

The manager selects people for specific work, delegating tasks and powers to individual people, or the right to use the resources of the organization); motivation (the proposal to provide appropriate monetary compensation in exchange for efforts); control (process of achieving the goal); regulation (support activities in the dynamic production management system of the given parameters). These five primary

management functions are united by connecting communication and decision-making processes.

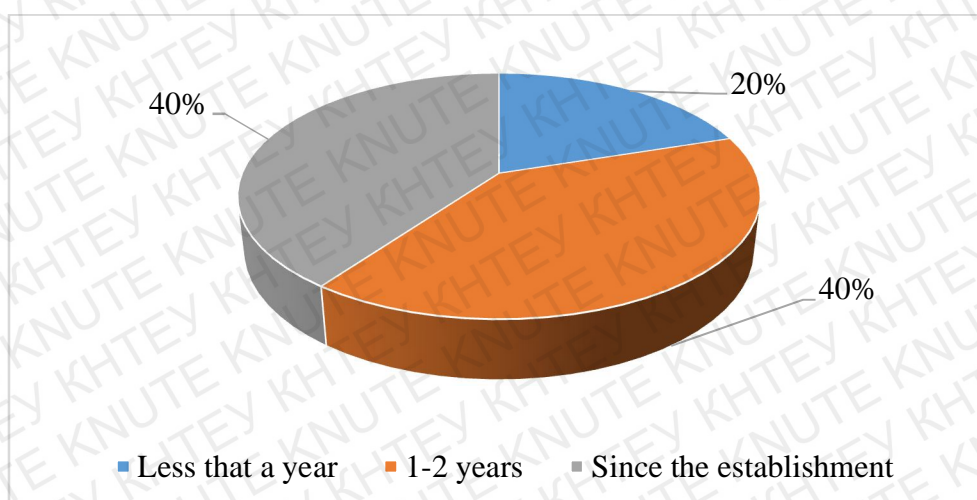
As for practical issues, as well as in order to have a glance at a real situation within the company the following figures 2.3 and 2.4 represent some internal facts statistically. By gender, employees of the tour operator “Tourbaza Ltd” are divided into 40% women and 60% men. In terms of education, 100% of employees have higher education. Structure of human resources of the tour operator “Tourbaza Ltd.” by age is represented in figure 2.3.



*Figure 2.3. Structure of human resources of the tour operator “Tourbaza Ltd” by age in 2017**

* designed by author

The greatest part (80%) of workers are aged between 20-30 years. The least is (20%) for workers over the age of 30. The structure of human resources for the work experience is presented in figure 2.4.



*Figure 2.4. Structure of human resources of the tour operator “Tourbaza Ltd” by work experience in 2017**

* designed by author

Most workers are with work experience of up to 2 years (both 1-2 years experienced and those which are with the company since it was founded in equal parts account for 40 %) and 20% work at this company for less that a year.

The analysis of the efficiency of the use of labor resources is given in table. 2.2. In this case, we investigate the level of labor productivity, which is determined by the number of services provided by an employee. We will use a cost method of measuring output (that is, by dividing the volume of provided tourist services in UAH to the time expenditures expressed in the average number of workers). Labor intensity is an inverse indicator of labor productivity, which is characterized by the amount of working time spent on provision of a unit of services.

Table 2.2

Dynamics of indicators of efficiency of use of labor resources for 2016-2017*

Indicators	Years		Absolute deviation	Growth rate, %
	2016	2017		
Average number of staff members, persons	6	5	-1	-16,67
Labor productivity	1647,3	2110,8	9,97	28,14
Labor intensity	0,0006	0,0005	-0,0001	-16,67

*designed by author

As we may observe from the table 2.2 above, the research showed that the company has a positive tendency to increase, namely: labor productivity in 2017 compared to 2016 increased by 28,14%. This indicator in 2017 was 2110,8. This means that on average 1 employee accounts for almost 2111 thousand UAH of income of the enterprise (in 2017). The labor intensity decreased by 16,67% in 2017 compared to 2016.

The Ukrainian tourist company “Tourbaza Ltd” uses all management functions. To develop new tourist programs that will be offered to tourists in the new season, the planning function is used, that is, the development of a plan and timetable for excursion programs. In order to ensure the successful operation of the company it is necessary to organize the correct provision of services to tourists, it is necessary to encourage all employees involved in servicing clients to work effectively, or to motivate them. This can be done by offering them some material reward for their work.

All work on the ukrainian tourist company “Tourbaza Ltd” is clearly structured, employees have their tasks, as a result of which the work on the firm is in harmony and the company brings profit to the owner. Method of management - a set of techniques and methods of influencing the controlled object to achieve the goal.

The multitude of management methods and different approaches to their classification complicates the task of choosing these ones, which will prove most effective in solving specific problems.

A variety of management methods cause the need to streamline their entirety by classifying them according to certain criteria. Characterizing the need to reveal their focus, content and organizational form. In management practice, it is established as a rule, to simultaneously apply different methods and their combination.

The focus of management methods is always one - on people who carry out various types of work. In a specific method of control, the other way is combined (interacting) with both content and direction, and organizational form. In this regard, the following management methods can be distinguished:

- organizational and administrative, which are based on direct policy guidelines;
- economic, driven by economic incentives;
- socio-psychological, used to increase the social activity of employees.

At the “Tourbaza Ltd” the enterprise uses all management methods, both organizational and administrative, as well as economic or social-psychological ones; the manager chooses the method that best suits the particular situation. The organizational structure of the tourist enterprise is an ordered set of interconnected elements that are interconnected in a stable relationship that ensures their functioning and development as a whole.

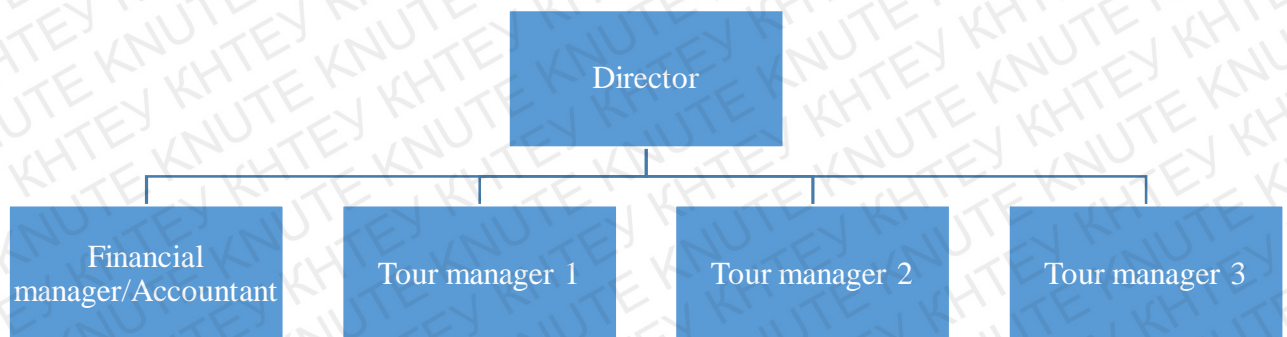
The elements of the structure are individual employees, services and other units involved in the firm's activities, and relations between them are maintained through ties that are accepted to be divided into vertical and horizontal. Horizontal bonds have the character of agreement and are, as a rule, one-level. Vertical bonds are the bonds of subordination, the need for them arises in the hierarchy of control, that is, in the presence of several levels of control.

There are 5 employees at the travel company Tourbaza Ltd: the director of the company, 3 managers and the accountant. Their rights and obligations are specified in job descriptions. The organizational structure of the management of an enterprise is fixed in the organizational schemes and developed by the regulations on structural divisions. On the basis of the regulations on the structural units, qualification characteristics of specialists, job descriptions are developed. Job descriptions are developed by company director and approved by the order company's order.

Developed regulations and job descriptions of specialists provide the union of management human resources to a single team to achieve the goals of the enterprise, contribute to improving the efficiency of human resources, strengthening all types of discipline, prompt adoption and implementation of managerial decisions. In modern organizational forms of management of small tourist enterprises the most common are linear and functional structures.

The linear management structure is built on the basis of such basic principles: the unity of subordination, the responsibility of line managers for the final results of the unit, the optimal balance between centralization and decentralization, optimization of the number of subordinates. Under the linear structure of management, all management functions of the lower unit are concentrated in one link.

Each employee is subordinated and accountable to only one manager and is linked to a higher authority only through him/her. This type of structure is characterized by simplicity, quality and clarity of interconnections between the links and employees, the effectiveness of interaction. The functional structure is limited to the grouping of human resources, to perform the tasks that they perform. The tourist company Tourbaza Ltd has a linear structure of management (figure 2.5).



*Figure 2.5. The structure of management of a tour operator “Tourbaza Ltd”**

* designed by author

The tour managers of the tour operator “Tourbaza Ltd” perform the following functions: organization of specific types of tourism; introduction of modern methods of work with clients and partners. Accountant maintains financial documentation, does the accounting, recordkeeps, does the analysis, prepares financial reports. As for the director, she is responsible and implements all the functions of tour manager herself, apart from that also maintains the overall performance of the company.

Produces and plans strategic operating plans and objectives for the long-term future, ensures all short term targets have been achieved, hires new employees.

This travel agency has its own schedule: from Monday to Friday - from 10:00 to 19:00; lunch - from 13:00 to 14:00; Saturday - Sunday are the weekend. The recruitment of employees is carried out by the director, to which the owner has granted such a right. Hiring takes place on the basis of labor contracts, which is concluded with the employee in writing.

The system of remuneration, the size of tariff rates and salaries is determined by the owner, the minimum wage may not be lower than the amount established by the state. The category "structure" reflects the structure and internal form of the system. Organizational structure of the tourist enterprise - is an ordered set of interconnected elements that are in each other in a constant relationship, ensuring their functioning and development as a whole. The elements of the structure are individual employees, services and other links involved in the firm's activities, and relations between them are supported by ties, which are horizontal.

2.3. Motivation system assessment of tour operator

Motivation of employees is one of the central places in human resources management, because it is the reason for their behavior. Managers are not always clear about what motivates their subordinates to work effectively and often overestimate the importance of "basic motives" for employees, such as security, salary, reliability, and underestimating internal incentives for work - creativity, initiative, autonomy, unlimited imagination and a desire to achieve high results. The leaders of travel agencies do not emphasize the fact that now the need for stimulation has intensified among employees. If the employee believes that he/she is seriously underpaid, feels dissatisfaction with the performance of his/her work, then he/she has a desire to retire and find a better job. Therefore, it is necessary to reflect on the question whether employees perceive their remuneration as fair.

In tour operator “Tourbaza Ltd” there are form of labor remuneration which is based on monthly salary, that is, carried out on the basis of official salaries, taking into account time spent on work. The salary earned by an employee per month is calculated by dividing monthly salary amount by nominal number of working days per month and then multiplied by actual number of days spent on work per month.

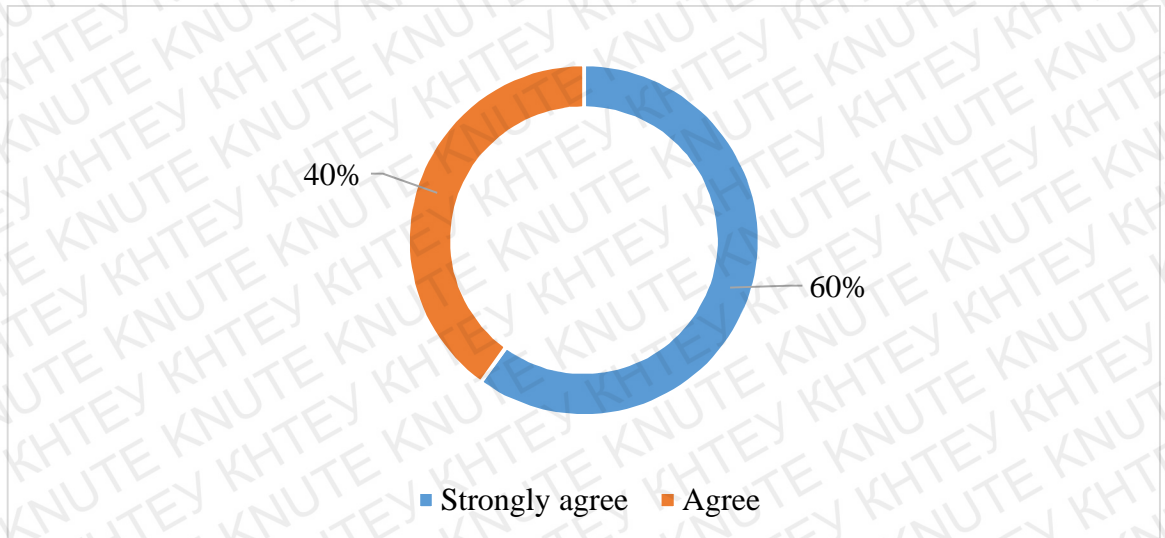
According to the established system of labor remuneration, the average salary was fluctuating between 8000-9000 UAH, taking into account the official salary amount for 2016 that has been on level of 9000 UAH. As for the 2017, based on increased to 10000 official salary amount, monthly average salary fluctuated accordingly among 9000-10000 as depending on the actual days spent at work.

It is necessary to develop such a system of motivation that employees want to put more strength and soul into the business they are engaged in. The tour operator is advised to apply such methods of increasing motivation and improving the quality of work of employees. Workers have different goals and desires, accordingly, they need to be provided with different opportunities for work and professional growth. Questions to subordinates should be clear. Factors that interfere with motivation must be removed. It is necessary to track the level of motivation. Leadership should be of interest not only to the work of its employees, but also to them, as to individuals.

In order to study employees’ satisfaction of the tour operator, the survey has been devepoled (Annex E) consisted with 4 main blocks of statements. Results of the given survey selectively are illustrated in figures 2.6-2.10.

As for “Attitudes and values” section, mainly results of the level of agreement or disagreement to the statement “I have a feeling of accomplishment in my work” are represented in the below figure.

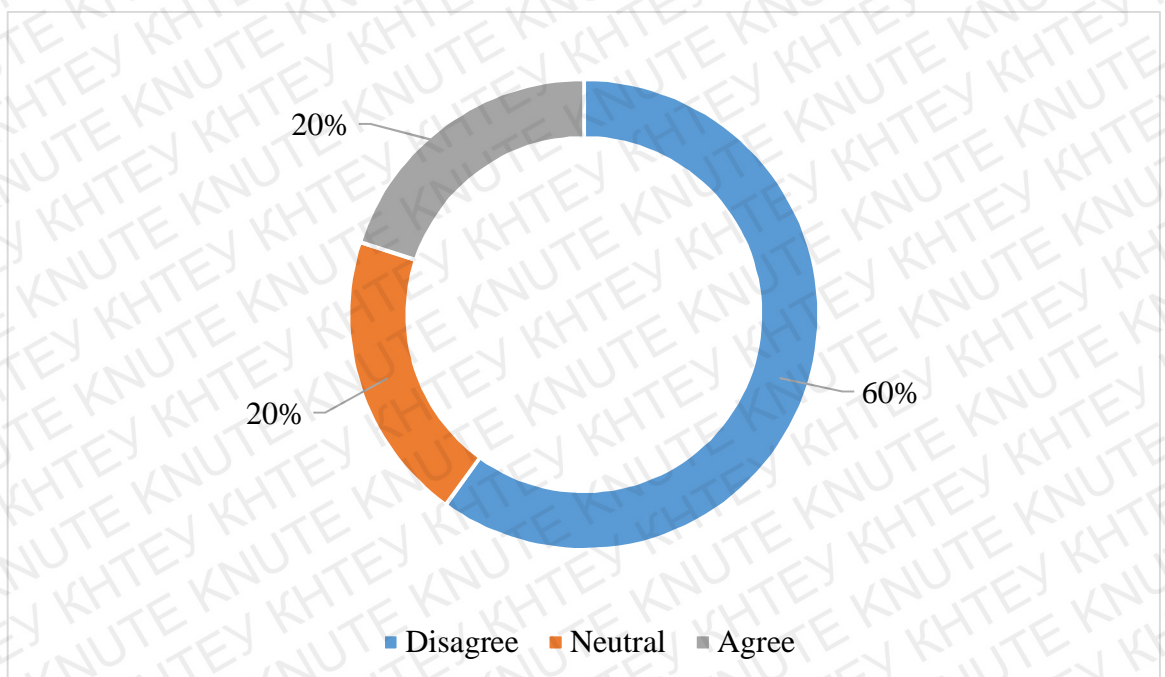
As we may see employees have strong persuasion of accomplishment in their work which indicates positive attitude and dedication. This states doubtless advantage of this company.



*Figure 2.6. Level of agreement or disagreement to the statement "I have a feeling of accomplishment in my work"**

* designed by author

As for "Communication" section, mainly results of the level of agreement or disagreement to the main statement "My supervisor explains my job assignments clearly" are represented in the figure 2.7.



*Figure 2.7. Level of agreement or disagreement to the main statement "My supervisor explains my job assignments clearly"**

* designed by author

As it is may be observed from the figure there are 60% of employees, who disagree with the statement “My supervisor explains my job assignments clearly” and only 20% agreeing with the statement, which may indicate some misunderstanding in work assignments.

Concerning “Reward and recognition” block, results of the level of agreement or disagreement with the statement “Extra effort is recognized by the “Tourbaza Ltd” are shown in figure 2.8.

As for the level of agreement or disagreement with the “Reward and recognition” block’s statement “My salary is fair for my responsibilities” it might be observed in the relevant figure 2.9 below.

It was chosen to illustrate two statements as they are of a main importance and impact on company’s day-to-day activities.

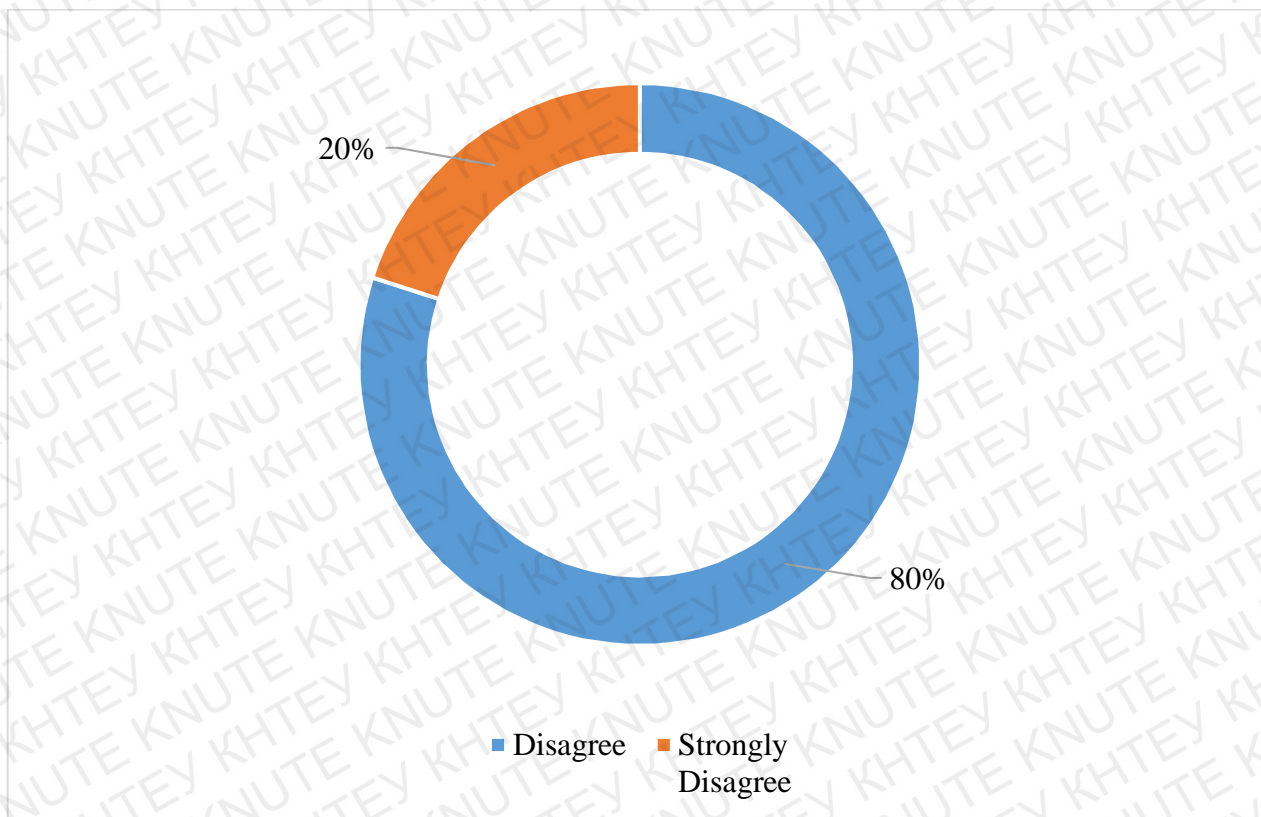
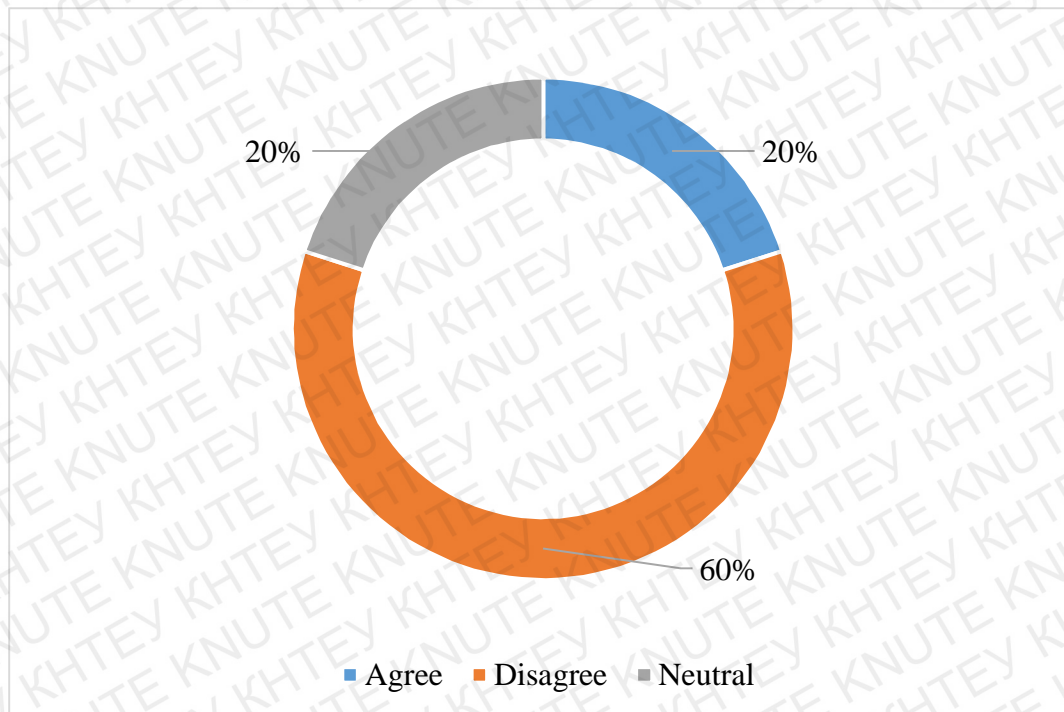


Figure 2.8. Level of agreement or disagreement to the statement “Extra effort is recognized by the “Tourbaza Ltd”*

* designed by author

As it is may be observed from the figure there are majority of employees, who disagree with the statement “Extra effort is recognized by the “Tourbaza Ltd” which states underestimation of workers’ labor and accordingly appropriate measures must be applied by the management.



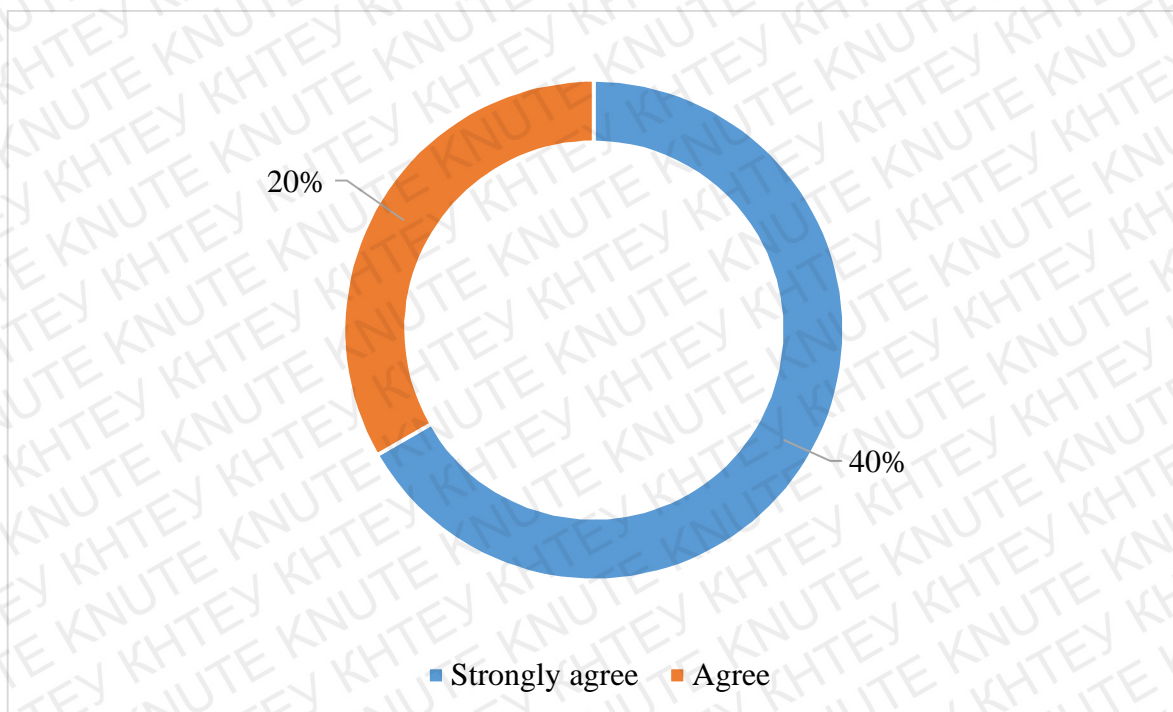
*Figure 2.9. Level of agreement or disagreement to the statement “My salary is fair for my responsibilities”**

* designed by author

As it is may be observed from the figure employees mostly disagree with the statement “My salary is fair for my responsibilities” which must be as well considered by the management in setting up budget plans for the next reporting year.

In the matter of “Evaluation of the “Tourbaza Ltd” values by employees” block, results of the level of agreement or disagreement with the statement “Tourbaza Ltd” services are provided with full competence” are shown in figure 2.10.

As it is may be observed from the figure employees agree with the statement “Tourbaza Ltd” services are provided with full competence” which may indicate sufficiently strong attitude and dedication of employees towards professionalism at work.



*Figure 2.10. Level of agreement or disagreement with the statement "Tourbaza Ltd" services are provided with full competence"**

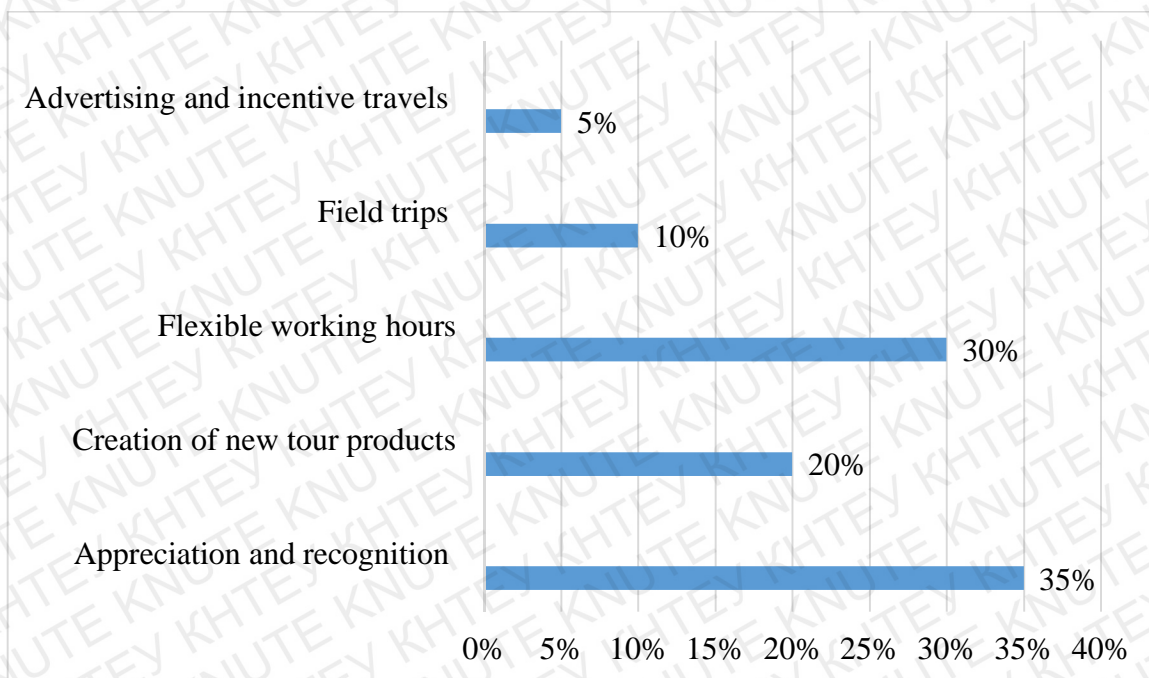
* designed by author

While considering structure of nonfinancial rewards for employee motivation in "Tourbaza Ltd", the following figure 2.11 has been constructed. Appreciation and recognition holds the biggest position amongst others nonfinancial rewards, as well as flexible working hours. Creation of new tour products are also stimulated but not fully implemented due to lack of encouragement by the management.

Organization of occasional excursions, field trips and social gatherings for the employees sometimes take place but the quantity of these undoubtedly might be increased. Unfortunately, advertising and incentive travels are not widely spread which might be considered as biggest disadvantage especially considering the wide variety of tours at the disposal of the company.

Purposeful application of human resources motivation to influence efforts, diligence, perseverance, conscientiousness, commitment in solving problems with which the organization is facing, and the inclusion of appropriate motives is called stimulation. The concept of stimulation is based on the fact that any actions of the

subordinate should have positive, negative or neutral consequences for him/her, depending on how he/she carries out the work entrusted to him/her.



*Figure 2.11. Structure of nonfinancial rewards for employee motivation in "Tourbaza Ltd"**

* designed by author

Quite often, clients cannot determine with rest, thus creating a stressful situation for the manager. Therefore, it is sometimes introduced an additional 5 - minute break per hour. Motivational climate is an atmosphere that arises as a result of the interaction of the worker, the work, the manager and the environment in which they work. Creating a motivational climate - means picking up a person, adequate work and organization. It should be emphasized that in many respects climate and culture in the organization depends on the conscious deliberate efforts of its leadership. Stimulation is a positive or negative reinforcement used by the manager for the employee when performing the work.

The highest mastery of the leader is to thoroughly understand the person, to understand what he/she likes. One of the main tasks of tour operator is to improve the quality and loyalty of the staff. Thus it can be argued that motivation can be carried

out not only at the expense of monetary remuneration for work and career growth, but also through other factors of influence on the employee.

Conclusions to part II

1. Tour operator “Tourbaza Ltd” provides services both within Ukraine as well as abroad. Most of them are active sightseeing tours. Tourists give their preferences mostly to Carpathians and Transcarpathia tours, as well as tours in European countries. Also popular choices are ski tours and New Year/Christmas tours. As for ski tours – they are mostly within Carpathians but there is also European destination as well – to Slovakia. When it comes to New Year/Christmas tours – these are carried out in Carpathians and Transcarpathia, also popular 4-6 days bus tours in combination of a few European countries.

2. The structure of “Tourbaza Ltd” is rather small but correctly in line with “Tourbaza Ltd” main activities. For a comprehensive analysis of the financial condition of an enterprise the trends of the most common indicators were evaluated, which on various aspects characterize the financial condition of the enterprise. During the period from 2016 to 2017 there was increase, which tells us of a constant development of tour operator’s activities.

3. By gender, employees of the tour operator “Tourbaza Ltd” are divided into 40% women and 60% men. In terms of education, 100% of employees have higher education. The greatest part (80%) of workers are aged between 20-30 years. The least is (20%) for workers over the age of 30. Most workers are with work experience of up to 2 years (both 1-2 years experienced and those which are with the company since it was founded in equal parts account for 40 %) and only 20% of employees work at this company less that a year.

4. The research showed that the company has a positive tendency to increase, namely: labor productivity in 2017 compared to 2016 increased by 28,14%. This indicator in 2017 was 2110,8. This means that on average 1 employee accounts for

almost 2111 thousand UAH of income of the enterprise (in 2017). The labor intensity decreased by 16,67% in 2017 compared to 2016.

5. Employees have strong persuasion of accomplishment in their work which indicates positive attitude and dedication. This states doubtless advantage of this company. There are 60% of employees, who disagree with the statement “My supervisor explains my job assignments clearly” and only 20% agreeing with the statement, which may indicate some misunderstanding in work assignments. Employees agree with the statement “Tourbaza Ltd” services are provided with full competence” which may indicate sufficiently strong attitude and dedication of employees towards professionalism at work.

6. Organization of occasional excursions, field trips and social gatherings for the employees sometimes take place but the quantity of these undoubtedly might be increased. Unfortunately, advertising and incentive travels are not widely spread which might be considered as biggest disadvantage especially considering the wide variety of tours at the disposal of the company.

PART III

HUMAN RESOURCES MANAGEMENT IMPROVEMENT IN TOUR OPERATOR “TOURBAZA LTD”, KYIV

3.1. Actions to improve human resources management of tour operator

In connection with the problems identified in the previous sections in the management system in the tour operator “Tourbaza Ltd”, it is advisable to make organizational changes. Of course, before implementing the changes, it is necessary to develop a program and a set of measures in advance. To begin, employees must be encouraged to make changes through training, information provision, participation in the project, improvement of working conditions, etc.

How often happens new events are resisting and for changes to be successful, you need to organize the management of all processes. First of all, it is necessary to make some changes to the management system in the tour operator “Tourbaza Ltd”. With the acceleration of scientific and technological progress, the requirements for human resources are changing. Requirements for general, economic, technical, technological preparation of workers and employees to the level of their qualification are increasing.

There are issues of rational use of labor resources, optimal staff assessment. And since these areas of management activities relate to the field of human resources work, at the same time expanding the functions of the human resources service of the enterprise.

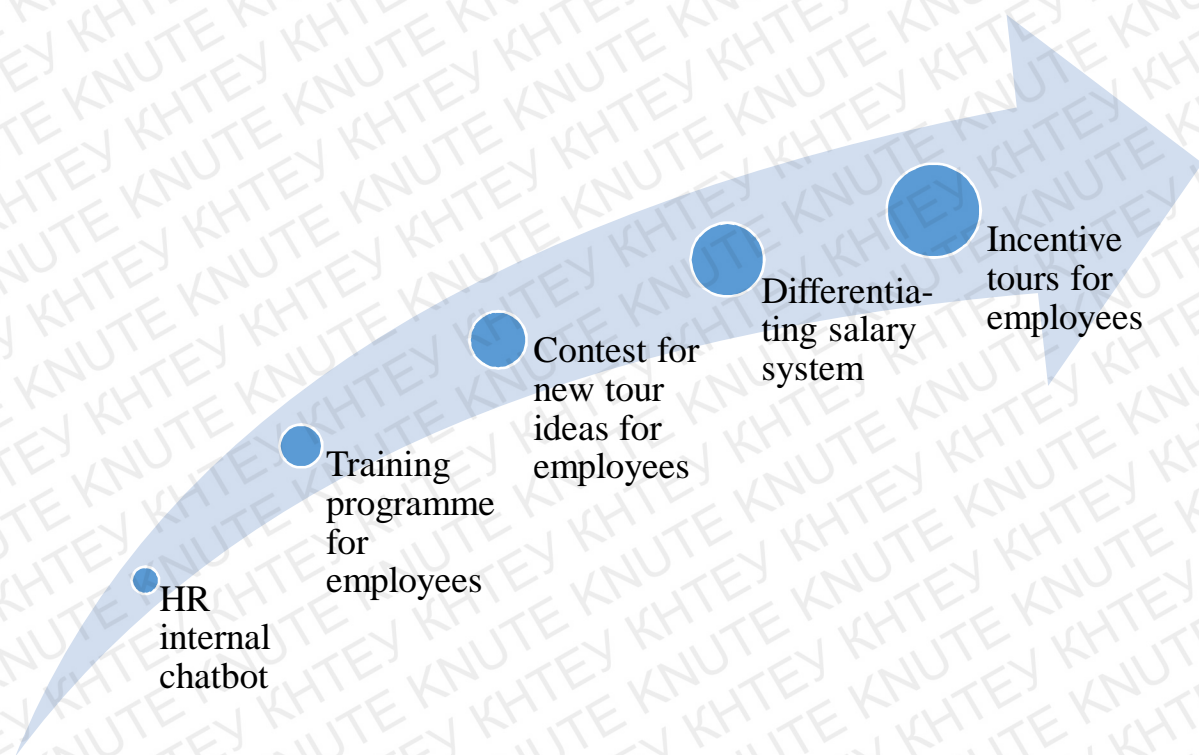
Managers make a significant part of human resources work at the enterprise. It is the manager who is required to organize the work of human resources recruitment and placement services in such a way as to ensure the fulfillment of the tasks before the enterprise.

In addition, it should be borne in mind that in matters of appointment or transfer of an employee, assessment of his business qualities is always actively involved by his immediate supervisor, which implies the competence of the latter in

the field of human resources work. The duty of the head also includes the care of expanding the competence of the human resources, increasing the role of human resources services, improving their work, and improving the skills of staff.

Regular and systematic assessment of staff positively affects the motivation of employees, their professional development and growth. The system of its creation should be part of the mechanism of motivation for improving the efficiency of labor.

The following on the figure 3.1 are the main proposed actions for improvement of human resources management of tour operator.



*Figure 3.1. Actions to improve human resources management of tour operator**

* designed by author

The proposed actions proceed from the peculiarities of the given tour operator, that is, all the tour products are group tours. And it is of importance to pick up tour from a list of already available tours in tour operator as it would be better for employees to understand their company's products from their own experience as well as to interpret them to clients. More detailed example of the mentioned one action

(incentive tours) as well as more detailed description of other listed actions are given in section 3.2 of this work. Except for the following one (as it serves mostly for namely HRM improvement than as motivation improvement action).

Hence, as for one of proposed actions of HRM improvement, it is launching and using on day-to-day basis such innovative and useful thing as HR chatbot (conversational user interface) for dealing with some of the HR work, onboarding, employee surveys etc.

In addition to being a valuable tool in onboarding process (adjusting new employees), chatbots serve as helpful company's team communications app. HR chatbots can distribute employee surveys to new team members to quickly and efficiently get feedback on the onboarding experience and beyond.

Below are five main ways that HR chatbots can help HRM, each of which makes employees' life much easier and increases their satisfaction:

- HR chatbots can be used to provide employees with the documents directly through the team communication app, and then answer their questions about how to deal with them (fill out a form or other) if there's any ambiguity;
- Some of the paperwork employees or new hires receive through the team communication app that houses the HR chatbot will be company policies. These could be anything from HR policies regarding vacation to standard operating procedures. The employee can then ask questions to the HR chatbot and save themselves the time of asking a coworker for an answer to a simple question.
- Most teams do not have their entire company history uploaded to the team communication app, but learning about your team's achievements, future projects, and goals is a critical part of the working and especially onboarding process. One can ask the HR chatbot questions regarding their team's priorities and how they are changing or expanding.
- Using HR chatbots to check-in and for shift management. HR chatbots can reach out to employees via the team communication app. HR chatbot can refer them to potential solutions or suggest they speak to someone on their team. Chatbots

can also serve as virtual time clocks, automatically prompting employees to clock in and clock out via your team communication app as represented on figure 3.2.

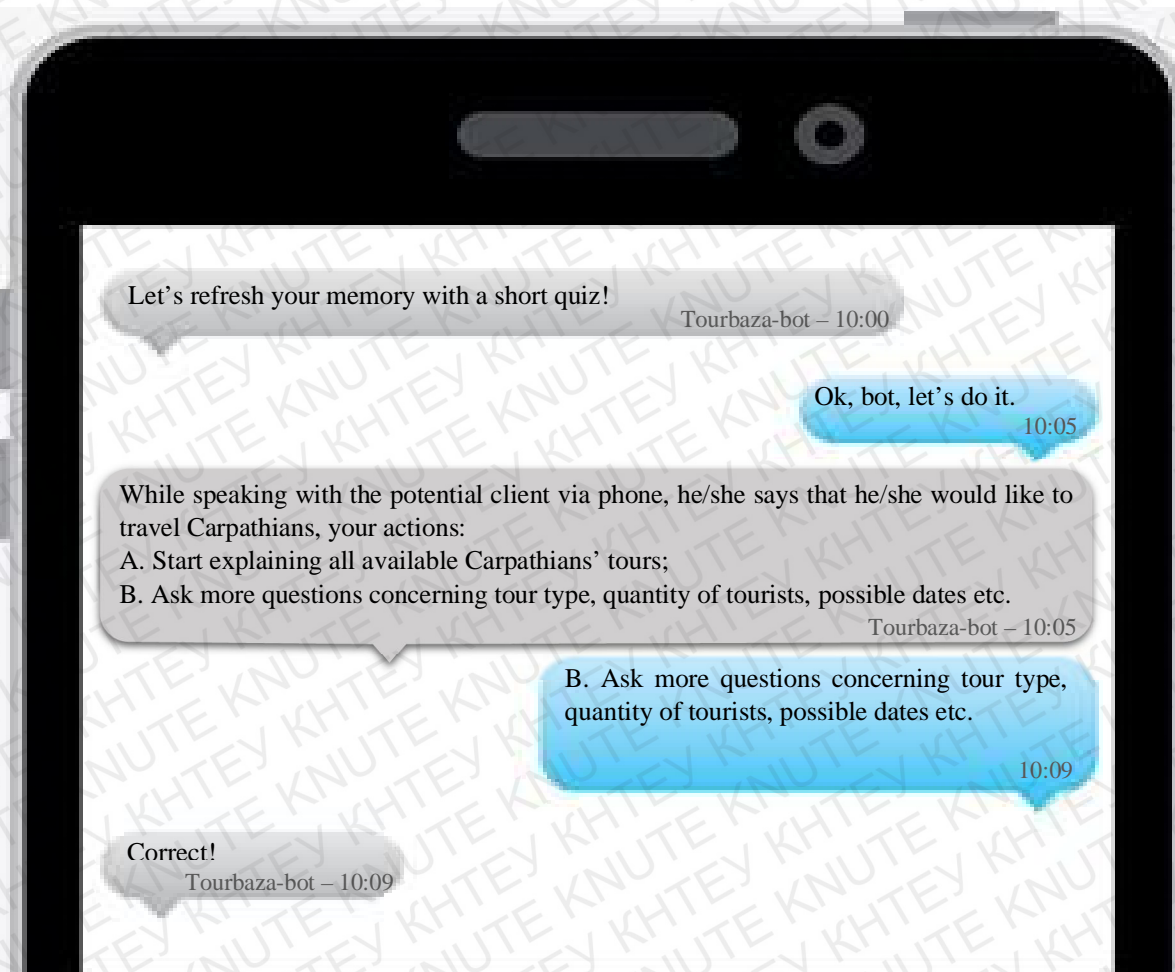


*Figure 3.2. Example of using HR chatbots to check-in and for shift management**

* designed by author

- Following up with Employee Surveys or Refresher Quizzes. HR chatbots can conduct employee surveys that are employee-specific to see what they think of the work or onboarding (if it is a newbie) process in retrospect and find out whether they think any parts could be improved. Chatbots can also initiate refresher quizzes on any operational or HR trainings, such as safety procedures, to ensure information retention. Doing this with an HR chatbot connected to the team communication app guarantees a high level of employee engagement with the follow-up process and will

also make employees happier because their needs are being proactively addressed. The below in figure 3.3 may serve as an example.



*Figure 3.3. Following up with Employee Surveys or Refresher Quizzes**

* designed by author

With the advent of employee surveys conducted by HR chatbots, human resources teams will have more time to deal with important issues, while simultaneously experiencing increased employee satisfaction and cost savings. Likewise, new employees will feel empowered by the ability to ask any questions they want as they arise without the fear of having to take time away from someone else who is working on something important. As a result, HR chatbots are at the forefront of the digital transformation and are sure to be a critical part of the digital transformation of workplace culture moving forward.

As for discipline attestation system, that is, the interconnection of various attestation processes and procedures into a single complex, capable of stable functioning in the management system of the company. In order to improve attestation processes and procedures, the attestation system should be adjusted to provide attestation monitoring, which ensures timely information on the need for changes in the organization and functioning of the attestation system.

Regarding strategy, that is, the orientation of assessing the status and activities of attestation objects on the requirements arising from the integrated strategy of the enterprise. The subject of certification should be an assessment of the employee's compliance with the requirements for the workplace, formulated in the internal regulations of the company; the compliance of the staff with the requirements to it, conditioned by the internal division of labor at the enterprise.

The harmony of the interaction of the attestation system with other management subsystems of the company, that is, ensuring the close coordination of goals, objects and attestation procedures with the processes of formation and implementation of human resources, financial and marketing policies of the company. The system of certification should also be synchronized with the modernization of other management subsystems of the company.

Human resources decisions taken on the consequences of human resources attestation and management, should be supplemented by appropriate organizational and technical solutions aimed at improving the organizational structure and technical equipment of the company.

To increase the efficiency of attestation of management employees, as well as to ensure the objectivity of attestation assessments and conclusions can be made through the use of expert assessments, specialists and especially managers, taking into account the views of experts of the same level with the evaluators and subordinates.

This technique, in some cases, allows us to detect not only the "suitability-non-usability" of an employee, but also the disadvantages of human resources work with minimal time expenses. For example, if the data are low marks for two or even one of

two characteristics: "constantly does not fulfill the scheduled tasks" or "is burdened by a profession (work) and is ready to change it at the first opportunity", further study of the employee makes no sense, because it is clear that the worker is either not prepared for this work or that an error has been made in assigning him to this work. In this case, the problem can be solved in favor of the employee or moving to another job, or additional training.

An important problem for the company is the skillful use of the reserve. It is necessary to determine in due time the time when the reservist must be promoted to the position on which he/she will bring the most benefit. It means the strengthening of lagging production areas capable of initiative leaders.

As part of the staff reserve for the nomination it is expedient to foresee two areas: operative and perspective reserve (for higher positions of managers with long-term training). The training in the operational reserve, as practice shows, should not last more than three years, because the long stay in the reserve badly affects the activity of the employee credited to the reserve, as it violates his/her life goals and plans.

This, in turn, leads to a decrease in the efficiency of the enterprise. The nomination of candidates for a reserve should be public in order to achieve a high degree of objectivity in the evaluation of candidates included in reserve lists.

The information used when selecting candidates for a reserve is diverse and, if possible, the most complete summary, which is guided by the human resources, the administration of the enterprise.

It is also advisable to introduce a system for evaluating the labor potential of the employees as well as the manager and specialists in the enterprise, as the assessment of the human resources activity is a means of studying its strengths and weaknesses, as well as a basis for improving individual labor skills and professional development.

Since it is from the manager that the successful activity of the enterprise largely depends, it is necessary to constantly evaluate how efficiently he carries out his duties and what motivational factors affect him.

Managers and specialists work with the human resources of their organization, contact with employees of related organizations, local authorities, responsible for the activities and development of organizations, so the results of their activities are much more difficult to estimate.

The certification can be carried out by the company itself, or by the involvement of independent experts, in order to increase the objectivity of the assessment. In order to assess the complexity of the functions performed by employees, measures have to be implemented that allow the most comprehensive coverage of all aspects of the content of work and at the same time take into account the nature and characteristics of one or another type activities; nature of work defining the content of labor; variety, complexity of works. The assessment of the work of workers should include the following steps:

- definition of the main responsibilities of the employee;
- specification of these functions in certain economic indicators;
- establishment of a system of indicators that express the results of activities;
- setting minimum and maximum standards for each indicator;
- the ratio of the results achieved with the accepted "standards of use" and the definition of the score;
- definition of an average rating that characterizes the level of achievement of the set goals. Also, the company, namely the human resources manager, has not developed a model for conducting interviews with potential applicants for a particular position. We propose to introduce the following obligatory list of questions for identifying the qualities of an employee during the interview:

1) Stability of work:

- How long have you worked in previous work?
- What is your career goal?

2) Technical skills:

- Describe your experience.

3) Performance:

- Describe the most productive day in previous work.
 - Describe the main task you were proud of.
- 4) Ability to further study:
- Describe your formal education. Would you choose training courses?
 - Describe the case when you had to learn new skills to do your job.
- 5) Leadership and ability to make managerial decisions:
- What management functions did you perform in previous work?
 - What do you feel when managing the work of others?
 - Describe the situation in the previous work when you had to make a decision.

With this system of questions, the selection of applicants for a vacancy can be simplified, facilitate the choice of a person with the necessary skills and abilities, qualifications and other requirements that must satisfy the employees to ensure success. Also, managers and their subordinates need to constantly improve their skills and abilities. To do this, send them to special seminars and trainings.

Every year there are changes in the economy and labor legislation of Ukraine, and the human resources management system is constantly being improved in accordance with foreign experience, therefore, in order to correctly carry out the entire cycle of work with human resources of the company, the human resources managers should be aware of all changes. In our opinion, the proposed measures will allow to eliminate deficiencies in the system of human resources management, will allow to increase the use of labor potential.

Purposeful application of motivation and the inclusion of appropriate motives are needed to influence employees' efforts, diligence, perseverance, conscientiousness, commitment in solving problems which the organization are facing. The concept of stimulation is based on the fact that any actions of the subordinate should have positive, negative or neutral consequences for him/her, depending on how he/she carries out the work entrusted to him/her.

Positive effects increase the likelihood of desired behavior; negative decreases; neutral lead to a slowdown in such behavior. But it should be borne in mind that different people respond differently and with varying degrees of intensity to the same stimuli, and the same results can be obtained at the expense of remuneration and at the expense of punishment. In an effort to avoid the negative consequences of deviating from the given parameters, or to earn rewards, a person retains the stability of the behavior or changes it to the required side.

The influence of incentives on people's current behavior is considered by the theory of reinforcements that offers such ways of influencing people as positive and negative reinforcement, extinction and punishment. The essence of positive reinforcement is that people are encouraged to act with a positive orientation.

With negative reinforcement, the absence of actions with a negative orientation, for example, absenteeism, is encouraged. There is a certain asymmetry between positive and negative reinforcements. Negative can cause not only desirable, but also unpredictable and negative reactions, positive only desirable.

Extinguishing, that is, the absence of reinforcement of negative or positive actions, occurs by ignoring them, and then they themselves are attenuated. Finally, punishment is a direct effect in order to change behavior, aimed at stopping negative actions, preventing them in the future and achieving positive results. Punishment can have both a form of material punishment (fines, sanctions) and a decrease in social status in the team, the psychological isolation of the employee, the creation of an atmosphere of intolerance, a decline in the position, etc.

A specific act is punishable, and the punishment must take into account the specifics of the actions taken and the nature of the person. In addition, the act of one person cannot lead to punishment of the whole team. All these methods should be used in combination and interconnection.

Depending on what exactly to stimulate (the activity itself or its result), reinforcements or punishments may be current or as a summary. The current reinforcement is intended to stabilize or adjust to the necessary side of the ongoing activities.

The reinforcement practice takes into account the following points: the more frequent the reward, the more frequent the repetition of the action; if in the past in a given situation there was a reward, then people try to repeat the situation; if the reward is great, people are ready to spend a lot; when the needs are satisfied, the activity falls.

The size of the reinforcement should be minimal in order to continuously maintain an interest in the continuation of the necessary activities, while not exhausting the resources of the organization. What matters not so much are the form, method, mode of reinforcement. It can be continuous, fixed (regular), episodic.

Any existing system of material incentives has many disadvantages. Thus, bonuses do not take into account the nature and complexity of labor, do not always correspond to personal contribution, since the funds intended for their payment are usually limited and are often distributed in proportion to the salary.

Incentives (including sanctions) cannot cover the entire scope of work, since many labor functions are not fixed at all in job descriptions and regulations. These and other disadvantages should be overcome in various ways in the company "Tourbaza Ltd". Also, it is possible to recommend "Tourbaza Ltd" the use of so-called compensation, in which employees are allowed to choose within the permissible limits the package of additional rewards according to their needs.

As already noted, to non-economic ways of motivation are included organizational and moral-psychological ways.

Organizational involve, first of all, the involvement of employees in the organization's affairs, which provides that they are given the right to vote in solving a number of problems, usually of a social nature. An important role is played by the motivation to acquire new knowledge and skills that makes employees more independent, and gives them confidence in the future.

Motivation to enrich the content of work is to provide people with more meaningful, important, interesting, socially important work that corresponds to their personal interests and inclinations, with wide prospects of official and professional growth, which gives an opportunity to show their creative abilities, to control the

resources and conditions of their own work, when everyone should possibly be his/her own boss if possible. Moral psychological methods of stimulation include the following basic elements.

Creation of conditions under which people would feel professional pride for being able to cope with the assigned work, involvement in it, responsibility for its results; would appreciate the value of the results, their specific importance to someone. In order for the work to bring satisfaction, the task must contain a certain percentage of risk and the ability to succeed.

The presence of a challenge, ensuring the ability of everyone in their workplace to show their abilities, express themselves in labor, and its results, must prove that a person can do something, and this "something" must get the name of his/her creator. Recognition, which can be personal and public.

The essence of personal recognition is that the employees who are particularly distinguished mention special reports to the top management of the organization, and when available, they are personally welcomed by the administration. Such a way of stimulation has not become widespread in the given tour operator.

Exemplary fulfillment of labor duties, increase of labor productivity, improvement of product quality, long and flawless work, innovations in labor and other achievements are rewarded with adverts of gratitude, a valuable gift, an honorary diploma.

It is possible to combine several incentive measures, such as material and moral stimulation. During the term of the disciplinary action, incentive measures are not applied to the employee, but the form of pre-term withdrawal is a peculiar form.

Employees who successfully and conscientiously perform their labor duties are primarily provided with benefits in the field of social, cultural and residential or domestic services, in the promotion, that is, the transition to more skilled work or to a higher position (in the presence of vacancies required preparation, business and personal qualities).

Senior management representatives must personally participate in encouraging employees. The moral and psychological methods of stimulation include high goals

that inspire people to work efficiently, and sometimes selflessly. Therefore, any task manager must contain an element of the call.

Atmosphere of mutual respect, trust, encouragement of reasonable risk and tolerance to mistakes and failures; attentive attitude from the side of the leadership. And, in conclusion, it is necessary to mention another form of motivation, which essentially combines all the above forms.

This implies the advancement in the position, which gives both higher wages (economic motive) and interesting and meaningful work (organizational motive), and also reflects the recognition of merits and authority of the individual through the transfer to a higher status group (moral motive).

To succeed in managing people, every manager must at least in general have to imagine what his/her subordinates want or do not want, what are the main motives of their behavior, how he/she may influence them and what results to expect.

At the same time, it should be noted that there is no single connection between the motivation and the final result of human activity. There are many random or subjective factors involved, such as, for example, abilities, mood at the moment, understanding of the situation, the influence of colleagues, friends, relatives. Every employee of the company is a person.

Record of merit and gratitude for the work done increase the incentives for work. Such incentives serve not only various prizes, memorable gifts, etc. The nature of remuneration depends on its quantity and quality, as well as on the satisfaction of the wishes and hopes of the employees themselves.

One of the most effective incentives for creative work - promotion. It is needed to find and implement powerful incentives that will encourage employees to look for something new, experiment, and strive for independent creativity. Such incentives are important in all spheres of life of the collective: material, moral, psychological, organizational.

An employee who seeks to find and offer something new, improves the work of the firm, which in turn is necessarily encouraged. The size of the material remuneration should not be a secret to the team, so that all employees can make sure

that the effective work, initiative, the desire of the employee to benefit, in every way encourages the leadership of the travel company.

3.2. Substantiating proposed motivation system improvement measures of tour operator

All people work for something. The purpose of the first – money, others seek fame, others seek power; the fourth just love their work. These and other circumstances that motivate a person to be active, are called motives, and their application - motivation. External circumstances affecting human behavior, called stimulus. So you can achieve the desired behavior in two ways: to pick up a person with a given level of internal motivation or to use the external by means of incentives.

In order to substantiate one of the main proposed actions of boosting employee's motivation within tour operator, i.e. providing incentive tour(-s) for employees, below in the tables 3.1 and 3.3 the programmes of such tours are described.

Table 3.1

Programme of “The Carpathians incentive tour from Kyiv”*

Day of the tour	Events
1 st day	Meeting at subway station Zhytomyrska in Kyiv. Departure by comfortable tourist bus from Kyiv on the route Kyiv-Yasinia (Zakarpattia region).
2 nd day	Estimated arrival in the village Yasinia, Rakhiv district of Zakarpattia region. Check-in in cottages. Breakfast and free time (1 hour). Departure for the excursion "Carpathian Waters" along the route: Yasinia - Trufanets waterfall (the highest waterfall in Zakarpattia region, 36 m.) - mineral springs "Burkut" - Rakhiv - Solotvyno – Yasinia. Dinner, free time.
3 rd day	Breakfast Hiking Hoverla. Dragobrat. Stig mountain (1707 m.). Return to Yasinia.
4 th day	Departure for the excursion "Pearl of the Carpathians" along the route: Yasinia - Yablunyskii Pass - Bukovel - Vorokhta – Yaremche. Return to Kyiv.
5 th day	Early return to Kyiv.

* designed by author

The above example (table 3.1) of incentive tour is quite appropriate as this tour is tour operator's regular one and is of high demand among clients, which (apart from being a good motivation) will undoubtedly be as a good experience for employees as they will be more familiar with this tour while describing it to clients/accompanying them if acting as tour guides. This is the actual 5 days bus tour in the Carpathian Mountains from Kyiv. As for the expenditures of such a tour, the table 3.2 represents the expenditure items of such.

Table 3.2

Expenditures of “The Carpathians incentive tour from Kyiv”*

Cost items	Expenditures/person
Tour cost (stay in cottages, travel by bus, meals)	2600 UAH
Entrance ticket to Solotvyno	40 UAH
Entrance ticket to Bukovel	105 UAH
Entrance ticket to Hoverla	25 UAH
In total	2770 UAH

* designed by author

Hence, as we can see from table 3.2, the main expenditure items are for transportation, accomodation and meals. The least expensive cost items are entrance tickets to Solotvyno, Bukovel, Hoverla. The below table 3.3 represents another direction of activities of tour operator – bus tours through Europe. This could be good motivation as well serve as an “on-site” experience for employees to gain necessary knowledge.

Table 3.3

Programme of an incentive tour “Adventures in Transylvania, bus tour to Romania”*

Day of the tour	Events
1 st day	Meeting in Lviv. Departure to Romania.
2 nd day	Departure to Brashov. Sightseeing tour. Free time. Tour "Castles of Transylvania". Transfer to a transit hotel. Check-in.
3 rd day	Breakfast. Check-out from the hotel. Free time in Brashov. Trip to the capital of Romania, "City of joy" – Bucharest. Visit the Palace of Parliament. Excursion to the Katroćen Palace. Visit the National Museum of the village. Departure from Brashov. Return to Ukraine.
4 th day	Early return to Lviv.

* designed by author

This four-day motivational trip (table 3.3) will enable employees to feel team spirit, rally them, provide an opportunity to get acquainted by their own experience with this tour that is one of the most popular destinations of tour operator - tours to Europe. What further will also enable employees to better present this tour to clients/or with customer support as tour guides.

The programme includes visiting Brashov, which is called the heart of Romania, where they will be able to see Black Church, also called the Church of St. Maria, the largest Gothic building in Romania, Councils' Square, the narrowest street in Romania etc. While on tour "Castles of Transylvania", they will visit most famous Dracula's castle. There will be also tour to capital of Romania – Bucharest

Concerning the expences of such a trip, the table 3.4. below shows us the expenditure items.

Table 3.4

Expenditures of an incentive tour "Adventures in Transylvania, bus tour to Romania"*

Cost items	Expenditures/person
Tour cost (transport, accomodation, food).	2080 UAH
"Castles of Transylvania" (entrance ticket)	480 UAH
Trip to the capital of Romania, "City of joy" - Bucharest	960 UAH
Visit the Palace of Parliament	640 UAH
Excursion to the Katroćen Palace	480 UAH
Visit the National Museum of the village	300 UAH
In total	4940 UAH

* designed by author

Concerning the HRM improvement action "Training programme for employees", it involves 6-days/employee training programme, targeted at tour managers and developed by leading internationally recognized tour operator "TUI Group".

Amongst speakers there would be: "TUI Ukraine" central office specialists, acting directors and managers of tour companies. This training is aimed at all employees and approximate attendance scheme is showed in table 3.5 below.

Table 3.5

Training programme attendance scheme by “Tourbaza Ltd” staff*

Employees/p eriod of training	Week 1 (21.01.19- 26.01.19)	Week 2 (28.01.19- 02.02.19)	Week 3 (04.02.19- 09.02.19)	Week 4 (11.02.19- 16.02.19)	Week 5 (18.02.19- 23.02.19)
Employee 1	6 days training programme				
Employee 2		6 days training programme			
Employee 3			6 days training programme		
Employee 4				6 days training programme	
Employee 5					6 days training programme

* designed by author

The whole duration of the above-mentioned training programme will take a month and a week with continuous training of employees but the program can be extended for a longer period. The cost of which is 3000 UAH/employee.

As for the main tasks of participation, those are strengthening of available as well as gaining new knowledge and skills, which are showed schematically in the Annex F.

Contest amongst employees to create their own tour within Ukraine that would meet the following criteria (table 3.6). This will serve as a good motivator and increase employees' desire for work as it will give them possibility to brainstorm new ideas while using (monitoring) available company's tour products.

Encourage employees by setting the final contest's goal as launching the winner new tour into company's range of already available, acting tours as well as participation of the employee in this (his/her) own tour.

Table 3.6

Main components of the proposed new tour*

Components	Specification
Territory coverage	Whithin Ukraine
Duration	4-7 days
Tour route	Describe all the tour's main destinations
Price	Set up estimated tour price
Transportation	Bus, car, airplane, train, bicycle, walk, combined, other
Engagement of tourists (active/passive involvement)	Active, extreme or sightseeing, resting, combined, other
Present detailed tour programme (in any format)	Whole tour description.

* designed by author

Below on the table 3.7 there are summarized main actions to improve human resources management of tour operator and the estimated cost for their implementation.

Table 3.7

Cost of main actions to improve human resources management of tour operator*

Action(-s)	Implementation period	Estimated cost/year
Provide incentive tour(-s) for employees.	Two times per year for all staff members.	38550 UAH
Launch HR internal chatbot.	1 year trial period.	6160 UAH
Training programme for employees.	For 1 month and a week.	15000 UAH

*designed by author

The most expensive one among proposed is the provision of incentive tours by tour operator "Tourbaza Ltd" for its employees. But apart from being costly, it will have the positive impact on the long-term. All the proposed actions are expected to have positive effect on HRM as well as on the motivation system itself. Motivation is the internal state of a person associated with needs, which activates, stimulates and

directs his/her actions to the goal. It induces a person to take active action, including to work, the need to meet diverse needs (under needs means a lack of something that causes a state of discomfort).

There are three levels of satisfaction: the minimum level is the level that provides survival; normal, supports the worker's ability to work with due profits and is reflected in the consumer budget; the level of luxury when meeting the needs becomes an end in itself or as a means of demonstrating a high social status.

When awareness of the needs of a person there is a desire to satisfy them, and, consequently, an interest in what will allow it. Interests are classified as follows. By content, i.e. material, spiritual, professional and others. In the direction - on the activity or the result. In latitude - concentrated and distributed.

For stability - long and short-term. Interests may be due to the aspiration of a person, to get a certain object or vice versa, to avoid such possession; to enjoy the pleasure of an object already in his possession, which he wants to save, or to get rid of him as a result of the inconvenience that he owns.

For example, interesting work brings a person a pleasure, a person is ready to work often literally in vain, or in the opposite case, she agrees on everything, only if she did not have to perform a certain job.

However, interests or dreams (dream - a process of fantasy, in which a person predicts some future events, the onset of which she inspires desire) can affect the behavior of people, to become its motives in the case of real possibility of their implementation. Motives that are formed in a person under the influence of certain circumstances are "included" under the influence of incentives.

Incentives can be internal (attitude to the case, moral commitment, etc.) and external (the actions of other people provided opportunities). On the basis of internal motivation, people act more calmly, rather, more conscientiously, spend less power, learn tasks and knowledge better.

But the internal motivation to act is the result of the interaction of a complex set of needs that are gradually changing, and in order to motivate a particular person, the manager must identify these needs and find a way to meet them. The essence of

economic incentives is that people, as a result of fulfilling the requirements imposed on them, receive certain benefits that increase their well-being. They can be direct (cash income) or indirect, making it easier to get direct (additional free time that allows you to earn money elsewhere). However, a purely economic approach is not the best solution.

As experience has shown, the principle of maximizing its own benefits can not be absolutized, because it is "working" towards the pursuit of charity; the effect of saturation needs; subjective perception of the usefulness of material goods, and in particular money; psychology of collective action. Finally, when changing the absolute value of remuneration, the level of human claims changes nonlinearly.

Initially, it increases, because in the first place not received income, but the potential opportunity to earn, which was a real reward from it. As the remuneration grows, the employee begins to pay attention to the income received.

The sufficient amount of the mentioned remuneration, generating a kind of phenomenon evolutionary behaviors therefore, economic stimulation does not give such an effect, which, it would seem, could be expected from it.

Salary at tour operator "Tourbaza Ltd" should consist of basic salary and additional salary. Basic salary is paid for the basic standard performance. Additional salary includes bonuses and surcharges, awards and rewards, payments for time not spent at work (vacations, sick leave) as shown at table 3.8.

Table 3.8

Proposed renovated salary system at "Tourbaza Ltd" (forecast for 2019)*

	Amount, UAH	Share, %
<i>Total salary amount</i>	15000	100
<i>Basic salary</i>	11431,5	76,21
<i>Additional salary</i>	3568,5	23,79
from it: Bonuses and surcharges	293,4	8,22
Awards and rewards	332,3	9,31
Payments for time not spent at work (vacations, sick leave)	223,4	6,26

* designed by author

On the table 3.8 there are official basic salary plus bonuses/awards/other additional payments for implemented work. This proposed system is much more

improved and might be as a stimulus for employees to work more efficiently and with better results.

For a clear display of data from table we will construct a diagram in order to visually demonstrate the found results (figure 3.4).

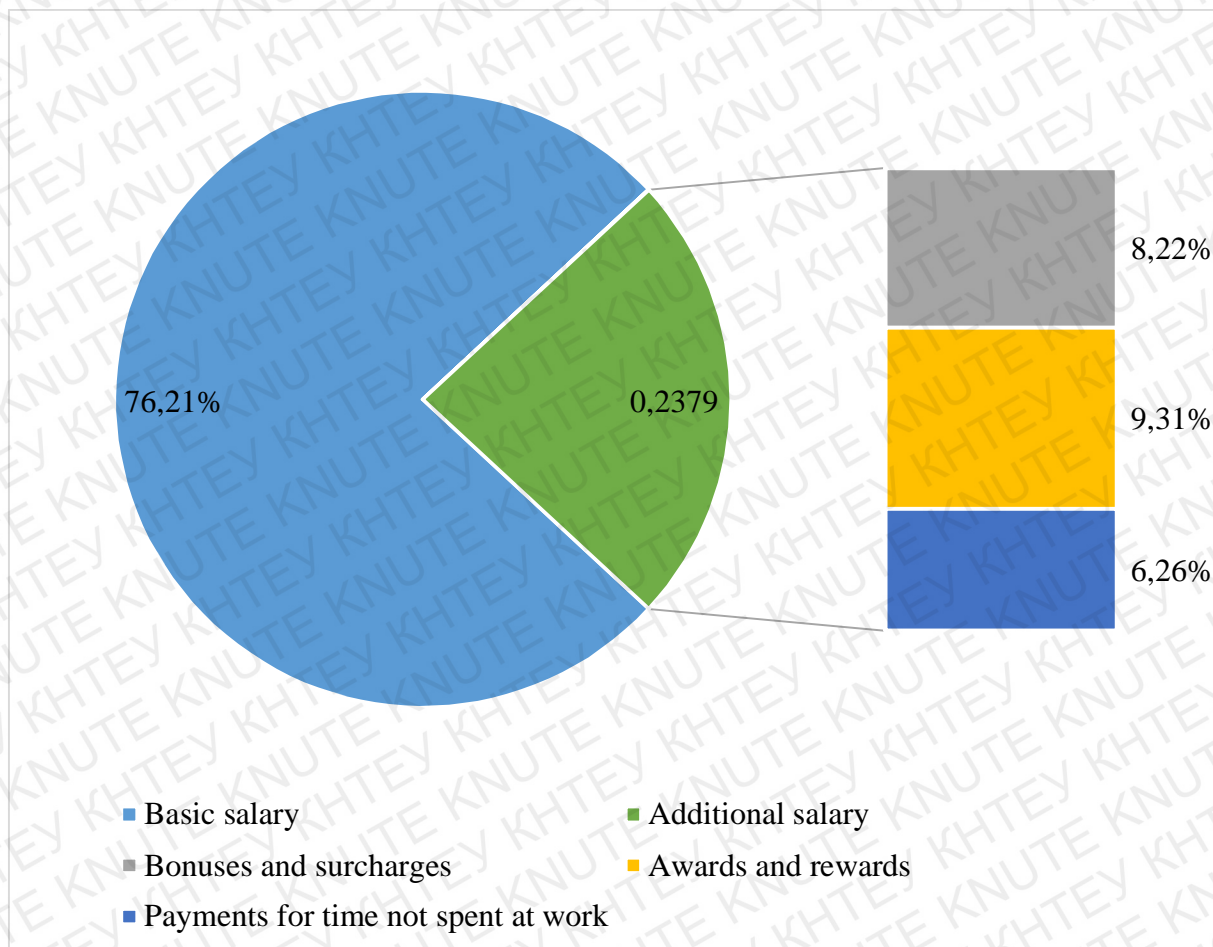


Figure 3.4. Structure of the salary fund at "Tourbaza Ltd" for 2019*

* designed by author

Analyzing figure above, in the structure of the salary fund, the basic salary fund prevails, the share of which in 2019 should amount to 76,21%. The additional salary fund in 2019 should amount 23,79% of the salary fund. Among the payments from the additional salary fund, the largest share is taken by awards and rewards (9,31% of the salary fund for 2019). Bonuses and surcharges to official salaries will pose somewhat smaller share (8,22% of the salary fund in 2019). This salary structure should have positive effect on the level of employees' motivation. On the one hand, a

large proportion of the permanent part of the salary gives the employee confidence that he/she receives remuneration for work, which provides him/her with feeling of stability that is important in the current economic situation, increases loyalty to the company. Introduction of a proportion of variable salary provides sufficient motivation for staff as well.

Participation of employees in such events will raise their general professional knowledge in recent tourism trends and tendencies as well as will serve as a great source of incentive for work (as well as the possibility of effective implementation in practice of the learnt experience).

Recently, designing an integrative model of socially responsible human resource management (hereinafter – SR-HRM) has become popular in the academic world. Employees are considered as one of the main internal stakeholders in the design and implementation of any organizational strategy. Hence, the satisfaction of workers and the value creation for them must be a key issue in the design of effective HRM as well as corporate social responsibility (hereinafter – CSR) strategies and organizational investments. According to the universalistic perspective of the integrative model of SR-HRM, it is based on the fact that there are universally successful approaches in the human capital management for all firms. The first brick to lay in SR-HRM is the need to search for efficient human resource policies and practices, independent of the context, country or other variables. However, this is precisely the main weakness of the universalistic foundations, namely, the lack of unity between practices and a coherent framework composed of relevant variables such as business strategy, the technology of the company, R&D investments and other contextual variables. Taking into account the complexity of the environment, it seems logical that a wide number of external variables can affect the results of human resource practices. Therefore, the contingency perspective can contribute to this model by providing a better explanation of the effects and interactions between socially responsible human resource policies and the different internal contingency variables (structure, technology, size, business strategy, etc.) and external variables

(organizational environment) with the aim of achieving a more consistent socially responsible system.

On the other hand, the third perspective, the configurational approach, has the value of defining a coherent system of SR-HRM policies through capturing the synergies and interactions of these policies with a larger number of internal and external variables. This adjustment can develop behavioural patterns in HRM defined by the organizational environment of the company, thus helping to improve the organizational performance. A socially responsible orientation must be coherent with the human resources strategy and CSR strategy, something that will provide consistency in the results of the policies and practices. Hence, the socially responsible human resource policies and practices must aim to achieve a dual purpose: improving the individual performance of employees, their satisfaction and commitment in a positive way, and increasing the economical and financial results of the company at an organizational level.

Conclusions to part III

1. The proposed measures will allow eliminating deficiencies in the system of human resources management and increase the use of labor potential. The proposed actions proceed from the peculiarities of the given tour operator, that is if take first action, all the tour products are group tours. And it is of importance to pick up tour from a list of already available tours in tour operator as it would be better for employees to understand their company's products from their own experience as well as to interpret them to clients.

2. The share of basic salary in 2019 should amount to 76,21%. The additional salary fund in 2019 should amount 23,79% of the salary fund. Among the payments from the additional salary fund, the largest share is taken by awards and rewards (9,31% of the salary fund for 2019). Bonuses and surcharges to official salaries will pose somewhat smaller share (8,22% of the salary fund in 2019). This salary structure should have positive effect on the level of employees' motivation.

3. Another proposed action of HRM improvement is launching and using on day-to-day basis such innovative and useful thing as HR chatbot (conversational user interface) for dealing with some of the HR work, onboarding, employee surveys etc. In addition to being a valuable tool in onboarding process (adjusting new employees), chatbots serve as helpful company's team communications app. HR chatbots can distribute employee surveys to new team members to quickly and efficiently get feedback on the onboarding experience and beyond.

4. Contest amongst employees (as another action of HRM improvement) in order for them to create their own tour within Ukraine that would meet the criteria. This will serve as a good motivator and increase employees' desire for work as it will give them possibility to brainstorm new ideas while using (monitoring) available company's tour products. Encourage employees by setting the final contest's goal as launching the winner new tour into company's range of already available, acting tours as well as participation of the employee in this (his/her) own tour.

5. Concerning the HRM improvement action "Training programme for employees", it involves 6-days/employee training programme, targeted at tour managers and developed by leading internationally recognized tour operator "TUI Group". Amongst speakers there would be: "TUI Ukraine" central office specialists, acting directors and managers of tour companies. This training is aimed at all employees.

6. Managers and their subordinates need to constantly improve their skills and abilities. To do this, a number of actions should be implemented (creating incentive tours, launching IT software for better communication and work simplification, sending employees to special seminars and trainings and so on and so forth).

CONCLUSIONS

1. The success of the company, operating in a tourism sphere, is provided by this company's employees. That is why the modern concept of enterprise management involves the allocation of a large number of functional areas of management activities that relate to the management of the HR component of production - the human resources of the enterprise. All these trends indicate the enrichment of the human resources management function in the near future and the growth of its significance in management in general, which in turn leads to an increase in the role of science and constructing this most important area of management activity.

2. Tourism is a reasonably accessible entry point into the world of work, specifically for young but as well as older workers. It also provides jobs for people living in remote regions. It supports local populations and stimulates economic development. Tourism jobs have many benefits but, unless there is an adequate response to the current labour shortage, the productivity, competitiveness and growth of the entire industry will suffer. Employers who adopt the new recruitment and retention strategies will be able to address the many labour market challenges. But, those employers must be open, innovative and proactive if they want to attract and retain a quality workforce.

3. In general, it is possible to formulate a number of rules for the effective motivation of employees. Motivation brings results, when subordinates feel recognition of their contribution to the results of work, have a deserved status. The situation and the size of the cabinet, participation in prestigious congresses, the function of the representative of the firm in important negotiations. Traveling abroad. An unusual designation of the position - all this underlines the position of the employee in the eyes of colleagues and others.

4. Tour operator "Tourbaza Ltd" provides services both within Ukraine as well as abroad. Most of them are active sightseeing tours. The structure of "Tourbaza Ltd" is rather small but currently in line with "Tourbaza Ltd" main activities. For a

comprehensive analysis of the financial condition of an enterprise the trends of the most common indicators were evaluated, which on various aspects characterize the financial condition of the enterprise. During the period from 2016 to 2017 there was increase, which tells us of a constant development of tour operator's activities.

5. The proposed main action proceed from the peculiarities of the given tour operator, that is the provision of group tours. And it is of importance to pick up tour from a list of already available tours in tour operator as it would be better for employees to understand their company's products from their own experience as well as to interpret them to clients.

6. Official basic salary plus bonuses/awards/other additional payments for implemented work was proposed and this system is much more improved and might be as a stimulus for employees to work more efficiently and with better results.

7. Another proposed action of HRM improvement is launching and using on day-to-day basis such innovative and useful thing as HR chatbot (conversational user interface) for dealing with some of the HR work.

8. Contest amongst employees (as another action of HRM improvement) in order for them to create their own tour within Ukraine that would meet the criteria. This will serve as a good motivator and increase employees' desire for work as it will give them possibility to brainstorm new ideas.

9. Concerning the HRM improvement action "Training programme for employees", it involves 6-days/employee training programme, targeted at tour managers and developed by leading internationally recognized tour operator "TUI Group".

10. Number of actions have been proposed (creating incentive tours, launching IT software for better communication and work simplification, sending employees to special seminars and trainings and so on and so forth) for their further implementation and maintaining within the tour operator in order to have an improved HRM system in "Tourbaza Ltd" and better accomplishment by "Tourbaza Ltd" of its day-to-day tasks as well as long-term goals.

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FEATURES OF HUMAN RESOURCES MANAGEMENT IN TOURISM BUSINESS

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У статті розглянуті сутність, характерні риси, підходи та останні тенденції в процесах управління персоналом на підприємствах туристичного бізнесу.

Ключові слова: *управління персоналом, туристичний бізнес.*

В статье рассмотрены сущность, характерные черты, подходы и последние тенденции в процессах управления персоналом на предприятиях туристического бизнеса.

Ключевые слова: *управление персоналом, туристический бизнес.*

In the article the essence, key features, approaches as well as the recent tendencies in human resources management in tourism business are considered.

Key words: *human resources management, HRM, tourism business.*

Actuality of the article. The improvement of relations between people may be defined as an important component in solving a wide variety of socio-economic and political issues. Human resources management (hereinafter – HRM) is an increasingly important aspect of organization's activities, which may enhance organization's competitiveness and improve its functioning, this is especially significant and relevant for any company operating in tourism industry.

Practical implementation of modern HRM approaches increases socio-economic efficiency of any enterprise and thus is of a particular importance. Company's success is determined by its employees. That is why HRM stands out amongst other functional areas of modern enterprise management concept. At each enterprise there is a need to determine the number of personnel, establish an effective recruitment and work remuneration systems etc.

Nowadays, availability of labor force, degree of motivation, organizational structures and forms of work have become main factors of company's competitiveness, in particular tourism industry companies.

The purpose of the article is to determine the essence, key features as well as approaches to human resources management in tourism business.

Human capital is crucially important to the long-term development of the tourism sector. Tourism provides employment to individuals of all ages and skill levels. And, it depends on quality, available human resources to develop and deliver a competitive tourism product that meets consumers' changing needs. Attracting, training, developing and retaining talent is a major challenge for managers. Investing in training and keeping talented employees is a key component of success for businesses and for the entire industry.

As of today, there are many different issues concerning tourism labor: shortage of personnel, under-qualified employees, non-competitive wages compared to other sectors – these factors may reduce the tourism businesses' efficiency. Also, irregular working conditions and seasonality of this industry make jobs in tourism less attractive for potential applicants. All of this poses a challenge for employers.

Other issues with work environment include:

- A high proportion of SMEs and micro-enterprises;
- High turnover rate and many vacant positions;
- Poor training culture.

In a period of increasingly rapid change, technical skills quickly become obsolete. For this reason, an applicant's ability to adapt to the change and learn new skills is becoming a key hiring criterion. Future employees are also increasingly being chosen for their soft skills, i.e., their personal and interpersonal competencies; the hard skills can always be taught later.

Some tourism companies are devising imaginative ways to overcome difficulties and attract the best possible applicants, such as launching original recruitment campaigns and implementing tools that make hiring easier.

Recruiting internationally trained workers may be one of the possible ways for the tourism employers to maintain a stable workforce. These workers from overseas may encourage tourists from the same culture and country of origin to come to your country. Implementing strategies to attract skilled workers to the country may be of an advantage.

Tourism companies typically meet potential candidates by organizing recruitment fairs. The date and location of these events are advertised in advance on job sites or on the company website.

On average, Hyatt's housekeepers stay with the hotel chain for more than 12 years. In the United States alone, 14,000 of its 75,000 employees have been working there for 10 years or more. Clearly, Hyatt is doing something right when it comes to keeping valued personnel.

A few years ago, the company began implementing an internal hiring program as a means of obtaining the best possible candidates. In 2015, 47%, or almost half, of all vacant positions were filled by an existing Hyatt employee. The hotel company also launched a training program called Change the Conversation, based on empathic listening, and inspired by principles developed by the Stanford School of Design. Putting this new approach into action, employees are encouraged to find new and creative ways to go about their daily tasks and solve problems when they arise. This trust-based approach is working so well that many new hires come from the Employee Referral Program. [1]

Recently, designing an integrative model of socially responsible human resource management (hereinafter – SR-HRM) has become popular in the academic world. Employees are considered as one of the main internal stakeholders in the design and implementation of any organizational strategy. Hence, the satisfaction of workers and the value creation for them must be a key issue in the design of effective HRM as well as corporate social responsibility (hereinafter – CSR) strategies and organizational investments. According to the universalistic perspective of the integrative model of SR-HRM is based on the fact that there are universally successful approaches in the human capital management for all firms. The first brick to lay in SR-HRM is the need to search for efficient human resource policies and practices, independent of the context, country or other variables. However, this is precisely the main weakness of the universalistic foundations, namely, the lack of unity between practices and a coherent framework composed of relevant variables such as business strategy, the technology of the company, R&D investments and other contextual variables. Taking into account the complexity of the environment, it seems logical that a wide number of external variables can affect the results of human resource practices. Therefore, the contingency perspective can contribute to this model by providing a better explanation of the effects and interactions between socially responsible human resource policies and the different internal contingency variables (structure, technology, size, business strategy, etc.) and external variables (organizational environment) with the aim of achieving a more consistent socially responsible system.

On the other hand, the third perspective, the configurational approach, has the value of defining a coherent system of SR-HRM policies through capturing the synergies and interactions of

these policies with a larger number of internal and external variables. This adjustment can develop behavioural patterns in HRM defined by the organizational environment of the company, thus helping to improve the organizational performance. A socially responsible orientation must be coherent with the human resources strategy and CSR strategy, something that will provide consistency in the results of the policies and practices. So to say, the socially responsible human resource policies and practices must aim to achieve a dual purpose: improving the individual performance of employees, their satisfaction and commitment in a positive way, and increasing the economical and financial results of the company at an organizational level. [2]

Tourism is characterised by duality, whereby large multinational companies co-exist with SMEs and micro-businesses. The small enterprises have supported a tradition of maintenance of amateur personnel in management, which only the big companies started to change. The qualified personnel and trained professionals, and most of all those with experience in other industries, are an unusual thing outside the big firms. [3]

HRM is a special approach to managing people in an organization aimed at achieving competitive advantage through the strategic placement of skilled and loyal staff using a holistic set of cultural, structural and staffing techniques. [4, 91st page]

The art of leadership is to find the exact approaches and methods that would provide the desired result, while applying the method of motivation and incentive so that the employees sought the results themselves. HRM is an important structural component of management. HRM helps improve the organization's performance and helps in defining top priorities, goals, principles and objectives.

In a market economy, there is a need to develop new approaches to personnel management, driven by the need for continuous human resource development and capacity-building for enterprises.

Personnel management has its own theory, which includes various features of production, age and psychological, in particular:

- personnel management is associated with time, social and professionally-qualified restrictions;
- persons who aspire to study make a great effort for self-realization in professional activity;
- personnel management provides the opportunity to apply skills and knowledge during work; [5]

Professional HRM in market conditions in modern economy should be continuous and conducted throughout the organization's work. HRM at the enterprise provides staff with appropriate training, which is conditioned by the following factors: introduction of innovations in technology, new technologies, growth of communication capabilities (in this connection, the necessary qualifications may not be guaranteed by basic education); high level of competition in the market; constant and rapid changes in information technologies, etc. Under these conditions, HRM may be considered as a good investment in the future of the enterprise. Staff or even separate organization's unit that is in charge of the personnel management may be considered as those that generate profits of the organization.

One of the important aspects of HRM is the definition of employee's goals. It should be noted that the goals of subordinates themselves and enterprises' differ considerably.

The objectives of each enterprise are:

- formation of the managerial staff and personnel reserve;
- mastering the ability to identify, understand and solve problems;
- staff maintenance;
- staff integration;

- flexible staffing potential formation;
- adaptation of workers to the enterprise, structural unit, workplace;
- introduction of innovations.

As for the objectives of the employee, they are the following:

- increasing professional competence;
- obtaining professional knowledge outside the sphere of professional activity;
- development of social competence;
- development of capabilities in the field of planning and organization of activities. [6]

Company's foreign-economic activity is carried out thanks to skilled workers, efficient personnel management, which increases the competitiveness of tourist enterprise, in order to succeed in implementing strategies, in terms of its development and success. The concept of HRM may be interpreted as an activity aimed at achieving the goals of the enterprise and personal goals of the workers through the most effective use of labor resources (see table 1.1).

Table 1.1

Features of HRM

Personnel management (out of use approach)	HRM
<p>The centralized personnel function performed by the «personnel department»; experts plan, motivate, etc. The staff is managed by linear managers.</p> <p>Personnel planning is a consequence of the production plan and the reaction to it.</p> <p>One-way communication. The goal is to deal with the right people in the right place, at the right time and to dismiss unwanted people. Employees are referred to as «factor of production», as figures in chess. Personnel policy is aimed at achieving a compromise between economic and social partners.</p>	<p>Emphasis on team formation. Decentralized function is implemented in linear control. The latter is responsible for managing all unit resources and for achieving goals. Staff support provides support for linear management. Human resource planning is fully integrated into corporate planning. The goal is to combine the available human resources, qualifications and potential with the strategy and goals of the company. With employees turning as an object of corporate strategy and investment, the factor of the advantage in the competition. Human resources management is aimed at developing a holistic, strong corporate culture and balancing the current needs of an integrated organization with the environment.</p>

[designed by the author using material from the source 4 in references]

Thus, the new HRM system has been formed that replaces the old system of personnel management and recognizes the need for investment in their formation and development, justifies the economic expediency of the costs associated with the attraction of high-quality workforce, its continuous training, support in an able-bodied state and, even, creation of conditions for more fully revealing the possibilities and abilities laid down in the person, for the future of its development. Hence, HRM is a system of interrelated organizational, economic and social measures in order to create conditions for the normal functioning, development and efficient use of labor potential at the organizational level.

The basis of the concept of personnel management of the enterprise consists of producing the principles, directions and methods of management, taking into account the work with personnel at all levels of strategic planning of the enterprise, introducing new methods and systems of training and personnel development, defining and implementing a coordinated uniform tariff policy and remuneration, development and application at the enterprise of economic incentives and social guarantees regarding social partnership. Such personnel policy of the enterprise should provide development of strategy of personnel management, rational selection and hiring of personnel,

analysis, planning, forecasting of personnel potential and the labor market, personnel changes in the organization, personal assessment of the level of knowledge, skills and personal responsibility; evaluation of the work performed and its results, the organization of advertising and the establishment of interaction with external organizations that provide the company with personnel. Of great significance at this time is the legal and informational provision of the process of personnel management, the creation of working conditions.

Particular attention and responsibility requires organizing labor relations in terms of elaboration of rules and skills, functional responsibilities, personnel performance assessment, formation of a sense of responsibility among employees, analysis and regulation of group and interpersonal relationships, conflicts and stress management, conduct of socio-psychological diagnostics, formation of corporate culture rules, creation of safe working conditions.

In a number of European countries, centers of evaluation of personnel management have been opened, the activities of which are to identify, on the basis of a special complex of tests and exercises of potential abilities of personnel management, but such centers are not free from shortcomings and do not always guarantee absence of errors.

Quantitative assessment of the enterprise's personnel management economic efficiency involves determining the costs necessary to implement the personnel policy of the enterprise by studying the ratio of costs necessary to provide the company with skilled personnel, and the results derived from the performance of their activities. Such indicators orient the workers on the rational use of working time, improvement of labor and executive discipline and, mainly, aimed at improving the organization of work. In addition, in a market economy, economic indicators such as profit, labor productivity, sales, profitability, wages and salaries, costs for administrative resources are important. First of all, the effectiveness of the functioning of the personnel management system should be determined by its contribution to the achievement of organizational goals. The indicators for the assessment of the enterprise's personnel management organizational efficiency include: turnover of personnel, reliability of personnel, level of labor discipline, employee satisfaction, the number of conflicts, complaints, accidents, etc. The given structure of indicators allows estimating such basic parameters of personnel work organization enterprise, as: profitability, reliability, uniformity and quality. In order for an enterprise to work effectively, it is important to take into account each of these components, each of them must achieve a certain goal, which allows you to judge the organizational order in the enterprise and the state of organizational culture. The indicators of the assessment of social efficiency of personnel management include: the state of the moral and psychological climate, motivation, needs and conflict in the labor collective; the impact of social programs on the performance of employees and the enterprise as a whole; the degree of staff satisfaction with the competitiveness of the workforce; labor organization; its productivity and payment, the work of the enterprise as a whole. The indicators of the assessment of the economic efficiency of personnel management include: the ratio of costs necessary to provide the company with skilled personnel, and the results derived from their activities; the ratio of the enterprise budget to the number of staff; cost estimation of differences in labor productivity. In addition, in a market economy, economic indicators such as: profit, productivity, sales, profitability, labor productivity of employees are important; the ratio of growth rates of labor productivity of workers to the growth rate of average wages; payroll; management costs. In our opinion, the composition of the indicators should be variable, it should be specified and supplemented in the conditions of dynamic development of the enterprise. At present, the importance of scientific substantiation of the personnel management effectiveness indicators increases, reflecting the final results of the enterprise's economic development. Success of personnel management is determined by the efficiency of the use of labor resources to achieve their goals, comprehensive vision of the problem and a holistic approach to human resources, in conjunction with the strategic objectives of the

enterprise. Thus, within the framework of strategic management, there is an urgent need to change the functional model of personnel management in an enterprise based on its own organizational philosophy, based on its own experience of working with its employees and using the practice of leading domestic and world companies.[4]

Conclusion. The success of the company, operating in a tourism sphere, is provided by this company's employees. That is why the modern concept of enterprise management involves the allocation of a large number of functional areas of management activities that relate to the management of the personnel component of production - the personnel of the enterprise.

All these trends indicate the enrichment of the personnel management function in the near future and the growth of its significance in management in general, which in turn leads to an increase in the role of science and constructing this most important area of management activity.

Tourism is a reasonably accessible entry point into the world of work, specifically for young, non-traditional and older workers. It also provides jobs for people living in remote regions. It supports local populations and stimulates economic development. Tourism jobs have many benefits but, unless there is an adequate response to the current labour shortage, the productivity, competitiveness and growth of the entire industry will suffer. Employers who adopt the new recruitment and retention strategies will be able to address the many labour market challenges. But, those employers must be open, innovative and proactive if they want to attract and retain a quality workforce.

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Work is executed under scientific guidance of the Candidate of Economics Sciences,
Associate Professor, DUPLIAK T.



ЛІЦЕНЗІЯ

Міністерство економічного розвитку і торгівлі України

Номер і дата прийняття рішення	№ <u>1358</u> , <u>17.02</u> .2016
Дата і номер запису в Єдиному державному реєстрі юридичних осіб та фізичних осіб - підприємців про видачу ліцензії	-
Вид господарської діяльності (повністю або частково)	Туроператорська діяльність
Найменування юридичної особи	ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ "ТУРБАЗА ЛТД"
Код згідно з ЄДРПОУ юридичної особи	40651863
Місцезнаходження юридичної особи	вулиця Софійська, Будинок 11-15, офіс 9, м. Київ, 01001

Заступник Міністра

М.П.



М. С. Нефьодов

ВИПИСКА
з Єдиного державного реєстру юридичних осіб,
фізичних осіб-підприємців та громадських формувань
ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ
"ТУРБАЗА ЛТД"

Ідентифікаційний код юридичної особи:
40651863

Місцезнаходження юридичної особи:
01001, м. КИЇВ, вулиця СОФІЇВСЬКА, будинок 11-15, офіс 9

Дата та номер запису в Єдиному державному реєстрі юридичних осіб, фізичних осіб-підприємців та громадських формувань:
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12.07.2016, 265916132408, ДЕРЖАВНА ПОДАТКОВА ІНСПЕКЦІЯ У ПЕВЧЕНКІВСЬКОМУ РАЙОНІ ГОЛОВНОГО УПРАВЛІННЯ ДПС У М.КИЄВІ,

39561761 (дані про взяття на облік як платника податків)

12.07.2016, 10000000671376, ДЕРЖАВНА ПОДАТКОВА ІНСПЕКЦІЯ У ПЕВЧЕНКІВСЬКОМУ РАЙОНІ ГОЛОВНОГО УПРАВЛІННЯ ДПС У М.КИЄВІ,

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Не підлягає постановці на облік в ПЕНСІЙНОМУ ФОНДІ УКРАЇНИ у зв'язку

з прийняттям Закону України від 04.07.2013 № 406-VII "Про внесення змін до деяких законодавчих актів України у зв'язку з проведенням

адміністративної реформи"

Дані про основний вид економічної діяльності:

79.12 Діяльність туристичних операторів

Дані про реєстраційний номер платника єдиного внеску:

10000000671376

Клас професійного рівню виробництва платника єдиного внеску за основним видом

їїєї економічної діяльності:

відомості відсутні

УШАЦЬКА Н.В.

Сформовано документ:

УШАЦЬКА Н.В.

Research of tourist products, which were given to customers in 2017 by the tour operator “Tourbaza Ltd”

Type of tourism	Destination(-s)	Price	Type of transport	Amount of tourists in groups	Amount of given tourdays
Excursions (sightseeing)	Latvia - Lithuania	3059	Bus	79	28
	Hungary - Austria - Switzerland - Germany	5474	Bus	56	21
	Poland	1932	Bus	80	20
	Poland - Austria - Hungary	3059	Bus	29	12
	Slovenia - Austria - Hungary	4669	Bus	13	7
	Italy - Vatican - San Marino - Austria - Hungary	8211	Bus	48	24
	Poland - Germany - Netherlands	4669	Bus	19	18
	Romania	2093	Bus	59	31
	Croatia	3381	Bus	26	14
	Estonia-Finland-Sweden-Latvia	4991	Bus /Cruise	42	28
	Germany	5152	Bus	87	34
	Switzerland - France - Austria - Hungary	9499	Bus	28	15
	Lviv	3500	Bus	279	108
	Kamianets-Podilskii, Khotyn and Chernivtsi	2350	Bus	32	12
	Kyiv (Chornobyl)	949	Bus	87	58
	Carpathians	1895	Bus	391	312
Carpathians-Lviv	2100	Bus	296	191	
New Year/ Christmas	Hungary - Austria	4991	Bus	15	6
	Czech Republic - Germany - Hungary - Austria	4347	Bus	17	7
	Hungary - Austria	5152	Bus	23	5
	Latvia - Sweden	5635	Bus	13	4

Research of tourist products, which were given to customers in 2017 by the tour op

Type of tourism	Destination(-s)	Price	Type of transport	Amount in g
New Year/ Christmas	Poland - Germany - Netherlands	5635	Bus	
	Hungary - Italy - Vatican	7889	Bus	
	Estonia - Latvia - Sweden - Finland	5313	Bus/ Cruise	
	Poland - Germany - France - Czech Republic	7889	Bus	
	Austria	5957	Bus	
	Romania	2415	Bus	
	Lviv	2700	Bus	
	Transcarpathia (Zakarpattia Oblast: Uzhhorod, Mukachevo, Lviv)	3950	Bus	
Skiing	Poltava-Dykanka	1550	Bus	
	Carpathians (Dragobrat)	3950	Bus	
	Bukovel	3995	Bus	
	Carpathians (Bukovel, Dragobrat, Yaremche)	4450	Bus	
	Slovakia	2254	Bus	
Total				2

Template of the questionnaire for employees' satisfaction

Please read each of the following statements and indicate your level of agreement or disagreement with each statement.

The scale is 1 to 5 where 1 = Strongly agree; 2=Agree; 3=Neutral; 4=Disagree; 5=Strongly disagree.

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
ATTITUDES AND VALUES					
I have a feeling of accomplishment in my work.					
I feel that I am a respected and important part of "Tourbaza Ltd".					
Employees in "Tourbaza Ltd" care about quality.					
COMMUNICATION					
I am satisfied with the amount of information I receive about what is going on within the "Tourbaza Ltd".					
My supervisor explains my job assignments clearly.					
I receive feedback on how well I am doing.					
Overall, I receive enough communication to be able to do my job.					
REWARD AND RECOGNITION					
Extra effort is recognized by the "Tourbaza Ltd".					
My job performance reviews help me to continuously improve my work performance.					
My salary is fair for my responsibilities.					

Template of the questionnaire for employees' satisfaction

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
EVALUATION OF THE “TOURBAZA LTD” VALUES BY EMPLOYEES					
There is team work in the “Tourbaza Ltd”.					
“Tourbaza Ltd” services are provided with full competence.					
“Tourbaza Ltd” strives to exercise fairness in service delivery.					
“Tourbaza Ltd” is committed to transparency and integrity.					

The main tasks of participation in “TUI” training programme for employees

Formation of a tour product (pricing; components of the tour product; tour types; commission fee; loyalty programmes);

Legal aspects of tourism business (documents when working with a tourist: contract, power of attorney for passports, booking sheet, planners; package of documents for the tourist, which includes: voucher, insurance, tickets, tourist memo);

Geography of tourism. Winter and summer destinations.

Hotel classification (hotel categories; placement classification; room types);

Transport service.

Country specifics (visas, types of visas; features of visa and visa-free entry; the procedure for obtaining entry visas);

Tourist's passport (passport and customs control; departure rules for minor children);

Travel insurance abroad (types and insurance programs; actions upon occurrence of an insured event; procedure and terms of payment of insurance compensation; car insurance);

Tour search and booking;

Advertising. Internet. Social networks;

Basics of sales, business correspondence, telephone conversations.