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MOTIVATIONAL MANAGEMENT IN TOURISM

Human resources management is one of the most important components of tourist company management. The high level of the employee motivation is a guarantee of the ever-increasing level of tourist services quality.

Based on the features of the qualitative characteristics of the service, it is not possible to make a good impression on a customer without involving a human factor in it. It is this factor that stimulates a potential client to pay significantly more than this service could cost in a situation where the influence of the human factor would be less significant. Motivational management involves creating priority conditions for the creative and highly professional activity of the immediate service provider.

The purpose of the research is to justify the role of motivation in improving the activities of the travel company on the basis of systematization of existing knowledge concerning this issue.

According to the aim the following **tasks** have been identified: consider and analyse the existing points of view relevant to the given problem, explain and specify the role of motivation in travel company management, identify the main activities in human resources management in the sphere of tourism.

Each manager, if he wants his company to be successful, is called to rely on knowledge of the motives and incentives in the professional and individual work of the employee at absolutely any level of the subordination hierarchy. We note that the possibility of effective motivation must be fulfilled both in the methodology and in the organization of management. In addition, the practice of Ukrainian management should take into account interpersonal culture, family status, social environment, political factors, mentality, patriotism, enthusiasm, patience, etc. It should be borne in mind that there is motivation at the level of top management and motivation at the level of direct management. At the same time, they differ in the scope of the manager's activity and the level of the management system as a whole.

The basis of motivation consists of a number of activities, which in case of successful implementation can increase the quality of service almost twice. Resort hotels are now an integral part of the tourist industry. According to the statistical data of studies conducted in hotels of international hotel chains, the negative impact of the human factor is very difficult to reduce by more than 5%. During the last decade, this indicator has started to be considered as a tolerable rate of decline in the quality of tourist and hotel services [2, c.153].

The general approach in human resource management at the tourism sector enterprise includes a range of interrelated activities:

- detecting the need for employees of the first line of interaction (direct producers of consumer values), managers of various qualification and professional categories, who are able to provide uninterrupted production of services of high quality, based on the strategy of the company's activities, its goals and philosophical orientation;

- labor market analysis;

- selection of candidates for vacant positions in accordance with the requirements set by the company, adaptation of staff;

- career planning of company employees, their professional and administrative growth;

- provision of optimal working conditions, in particular, favorable for each employee of the staff according to the socio-psychological atmosphere;
- organization of production processes in conjunction with the analysis of costs and performance, establishing the necessary ratios between the amount of equipment and the number of staff of different groups or departments of the travel company;
- management of labor productivity;
- development of systems of motivation of effective activity;
- substantiation of the structure of incomes, the degree of their differentiation, the design of remuneration systems;
- organization of inventive and innovative activity;
- participation in negotiations on labor payment between representatives of employers and employees;
- development and practical implementation of the social policy of the enterprise;
- prevention, resolution and elimination of conflicts [1,с. 215].

A special role in the system of motivational management is also played by market relations based on the purchase and sale of products and services, property relations, and the interests of the seller and the buyer.

Management cycle includes all the main management functions: planning, organization of activities, regulation, control, coordination. At the same time, planning is the beginning and basis of all management activity. Scheduled programs show how, when and who they are going to be executed by. The plan also involves studying the company background, analyzing the current situation and setting targets for future implementation.

Strategic planning is a kind of special management process for creating and maintaining compliance between the company's objectives and its potential. It is the framework of strategic planning that defines the development of goals, mission, business plan development, as well as the strategy of the tourist firm growth.

Planning in conjunction with the adoption of sound management decisions can cause high degree motivation among employees of travel agencies, which will be expressed in the desire to perform the task most effectively. Thus, it should always be remembered that motivation as a lever of stimulating the members of the labor collective body should be the most important managerial function of the modern leader.

The functions of planning, organizing, coordination, stimulation (motivation) and control are performed by managers at all levels of management: senior, middle management and lower one, directly related to the service providers. Spending time and effort to perform one or another management function directly depends on the manager's place in the service hierarchy and his personal potential.

Summarizing the above mentioned facts it is very important to say that the entire management system, including the field of motivation, is based on specific principles, laws and rules of management behavior in the framework of their management functions. At the same time, the main key factor is the principle of optimal combination of centralization and decentralization in management, effective delegation of authority in the process of making managerial decisions. Effective management motivation positively affects the profitability of a company in case of application in all areas of company management.

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