

COMPETENCY-BASED APPROACH AS A FACTOR OF A TOURIST ENTERPRISE EFFECTIVE PERSONNEL POLICY

Lyudmila Yurchishina*, Senior Lecturer
Mariia Bieloborodova**, PhD (Economics), Associate Professor
Taisiia Kaliuzhna***, PhD (Pedagogy), Associate Professor
National Technical University “Dnipro Polytechnic”

*ORCID 0000-0002-5327-2507

**ORCID 0000-0002-5134-188X

***ORCID 0000-0003-0042-3575

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Introduction. Finding ways to harmonize the efforts of the labor market in the service sector is an extremely important issue for the training and development of effective tourism professionals. This question is actual in the context of globalization and dynamic growth of the tourism industry and the growing needs of services consumers.

The tourism industry is considered as an important factor not only in a stable and dynamic increase in state budget revenues, but also as a basis for the effective functioning of the labor market. However, over the last decade in Ukraine, the problem of ensuring the development of tourism by professional staff in the context of increasing the competitiveness of the Ukrainian tourism market remains particularly acute. However, as practice shows, today the level of training in the field of tourism does not meet modern market needs. Accordingly, one of the main problems of effective functioning and further development of tourism in Ukraine is the improvement of modern staffing systems in tourism and increase the level of professionalism of employees, increase the requirements for their education, professional mobility, competitiveness in domestic and global labor markets [1].

Recent researches and publications overview. The issues of human resource formation, including integrating the efforts of theory and practice, education and business, attract the attention of many scholars. A number of international scientists, e.g. S. Parlagutan [2], C. Bratianu [3], A. Walmsley [4], and M. Bustreo [5], explore the problem of professional competence of staff and its components in tourism industry. Issues of professional competence of managers are considered in the works of such Ukrainian scholars, as N. Bondar [6], N. Zamyatina [7], L. Peleshko [8].

The issue of employment in tourism is also explored by international organizations. In this regard, the UNWTO study on the methodology for measuring employment in the tourism industry [9] deserves special attention. Continuing this topic, peculiarities of employment of young specialists in tourism and their competitiveness on the labor market of different countries were explored by N. Mbarushimana [10] and U. Abduvakhobova [11].

Despite the wide range of studies, the significance of the obtained results and their relevance, the problem of providing the tourism industry with qualified specialists of different levels and their professional competence remains insufficiently studied.

The aim of the article is to reveal the essence of the conceptual requirements for professional competence and labor policy in tourism industry, as well as to identify and explore a set of professional competencies of the staff of the tourist enterprise in accordance with market requirements.

Basic material and results. The modern market of services, in particular - tourist services, requires proactive employees at all levels of activity. Personnel in the tourism industry is the most important part of the final product and one of the main resources of the competitive advantages of the organization. Therefore,

the quality of service in tourism organizations depends on the skill and consciousness of employees. Customer satisfaction in the field of service is achieved by the courtesy of staff and their sensitivity [3].

Demand for tourism products is growing every year, so the requirements for employees of tourism enterprises are increasing despite all pandemic restrictions and crisis. Due to the rapid development of the tourism market, the main condition for the successful operation of a tourism business is experienced and competent staff who can easily adapt to new consumers of travel services. Tourism companies recognize that the main purpose is the need for proper human resource management, as this process is associated with solving a number of problems related to: finding staff, retaining and developing employees, incentives, creating comfortable conditions, and assessing the functionality of staff.

Professional competence of staff is one of the most important factors in the innovative development of all enterprises, especially in the service sector, in particular the tourism industry. The results of a study of the staffing of tourism enterprises show that for many years the needs of the industry in specialists in terms of the quality of their training and quantity have been underestimated. At the beginning of the XXI century the Ukrainian labour market in the field of tourism was experiencing a real "staff shortage": travel companies lacked about 50% of middle-level employees and 80-90% of senior management. At that time, specialized higher education institutions graduated about 20,000 young professionals annually, but this was not enough to fill the market. As of the beginning of 2012, about 35,000 people were actually employed in tourism in Ukraine (tour operators and travel agents), and another 120,000 worked in hotels, hostels, motels, and others. In addition, about 6,500 specialists graduated annually from various forms of education, including about 60% from tourism [7].

Today, tourism is an independent sector of the economy, accounting for almost 6% of world gross national product, 5% of all taxes and 7% of world investment [9]. The development of the tourism industry contributes to an increase in budget revenues, job creation, infrastructure development, construction of new tourist facilities, strengthening the protection and reconstruction of existing historical and cultural monuments, nature protection [5]. However, many problems remain unresolved.

It is alarming that a significant number of employees in the field do not have the appropriate professional training in tourism. Thus, according to the data by UNWTO, in 2019 42.7% of the average number of full-time employees employed in tourism (tour operators and travel agents) had higher or secondary special education in tourism [9]. It should be noted that today the tourism industry needs employees who would have the appropriate professional training and experience. However, educational institutions in Ukraine (especially in regional centres) do not always take into account the regional needs of specialists in the field of tourism and the requirements for their qualifications, which negatively affect the formation of the training system of these specialists, as well as the development of domestic tourism in general. The competence of graduates does not always meet the needs of the modern tourism market. Sometimes young professionals have an insufficient level of practical training, they lack the appropriate knowledge to work in the tourism business. Therefore, increasing the level of professionalism of tourism professionals should be considered as the most important factor in creating a competitive market for quality tourism services.

Currently, managers underestimate the importance of personnel management methods of the tourist enterprise, inherent in modern management, which is actively used in Western countries. It can also be argued that this underestimation remains a major obstacle to good governance.

Requirements for an effective manager have already been established and are due to the transformation to an innovative model of economic development and the formation of an intellectual labor market. At the same time, they have quite pronounced signs of corporate interest of employers, the priorities they see, in addition to the generally defined characteristics of labour competitiveness, the ability to act in the interests of the enterprise. Under certain circumstances, this may lead to the fact that some graduates of higher education institutions, who are well-trained highly qualified specialists, are lack of professional ambitions and do not want to perform the proposed job that does not require their level of education [12].

An effective manager of the tourism industry should be characterized not only by a professional framework, but also by large-scale integrated competencies of different spheres of life. We agree with the statement that the model of competence of a tourism manager should consist of many components: professional, intellectual, creative, moral, communicative, informational, personal etc. [13].

The problem of becoming a professional in the field of tourism based on the implementation of the competency-based approach is now in time. After all, the well-being of the individual and society largely depends on the success of the tourism environment. The ability of a person to achieve competitiveness in professional activity becomes extremely important. In this context, there are questions of achievement and

modelling of competency-oriented tourism enterprise, determinants of professional growth, because the overall goal of professional activity is to achieve competitiveness as an appropriate indicator of specific goals, plans, behavioural strategies.

It is important for theoretical analysis and practical application to understand the interdependence between the concepts of "competence" and "competency", where competency is the result of the acquisition of competencies. Complementing the above is the idea that competencies are interpreted as resources used by a person to carry out activities in a particular situation and those that have cognitive, experiential and behavioural components that are relevant in the activities and specific organizational context.

Given the specifics of tourism, the concept of "competence" should be understood as the meaning of the traditional triad of "knowledge - abilities - skills", integrating them into an ability of a tourism specialist to effectively perform professional activities [13]. Conceptually important for the formation of a modern competent specialist in the field of tourism is the rational use of creative potential, meeting needs, creating conditions for achieving competitiveness and success of professional activity.

Modern tourism companies are looking for new methods and ways to maximize the knowledge, skills of employees in current operations and in the implementation of long-term goals. In a broad sense, all the activities of any enterprise are based on the competencies of employees. Thus, there is a need to identify and develop competencies to improve the efficiency of the tourism enterprise. This becomes possible by the development and implementation of competency models, which in turn lead to the search for new methods of management and development of employee competencies.

In our opinion, it is important to highlight the main competencies of employees of the tourist enterprise, which include professional, social, personal and labour competencies. In our research, it is worth noting the additional competencies of employees in management positions, because they differ in their managerial orientation. Therefore, it is proposed to form a list of competencies of employees of the tourist enterprise (Table 1).

It should be noted that the professional competence of a tourism specialist is an important aspect of his professional culture, the ability to implement strategic, analytical, organizational and managerial, advisory, control functions and effective self-realization in practice based on special knowledge, skills, values required for specific professional activity.

The identification of professional competencies should be considered as a key task of competency-oriented approach to ensure the professional development of tourism professionals. It is extremely important to comply with certain requirements for defining competencies.

Table 1

Competencies of employees of the tourist enterprise*

Competencies	
Professional sphere	Ability to: - use professional training; to perform one's duties competently, objectively and impartially; - formulate a point of view (orally, in writing); - orient at in the features of the profession; - accumulate, renew and creatively use professional experience; - strictly adhere to professional standards.
Social sphere	High level of communication characteristics; Openness and ability to cooperate; Ability to perceive the accumulation, classification, analysis, assimilation and transmission of information; Teamwork skills; Availability of leadership depending on the position held; Ability to negotiate; Ability to adhere to universal human moral norms.
Personal sphere	Ability to acquire knowledge and implement them in practice; efficiency and systematic thinking; Ability to self-development; Ability to make independent decisions; Ability to use mental abilities effectively; Stress resistance and emotional balance; Efficiency and durability.

Labor	Focus on productivity and achievement of results; Ability to plan and organize work; Flexibility and ability to quickly adapt to work; Ability to identify problems and make decisions to solve problems and achieve goals; Ability to effectively perform one's duties in the system of moral values; Attitude to work, which helps to maintain a positive atmosphere at work.
Specific competence (management position)	Strategic thinking; Ability to control the work of subordinates; Ability to share responsibilities and powers; Ability to organize the work of subordinates; Ability to evaluate, encourage and motivate employees; Professionalism in the management of the department.

** formed by authors on the basis of [14-16]*

In particular, competencies should be related to the strategic goals of the tourism enterprise; cover all the behavioural content needed to solve key work tasks; distinguish between high and low quality of work; have clear and unambiguous definitions; be independent of each other; reflect the language and culture of the tourist organization.

The exploration of the components that characterize the structure of human resources, the formation of the list of competencies of employees and the analysis of competency models allows us to propose a model of the relationship between structural elements of human resources and competencies of employees (Table 2). The competency model of tourism workers is characterized by the totality of all competencies required to perform job responsibilities and tasks.

Table 2

A model of the relationship between the structural elements of human resources potential and competencies of tourism staff*

Elements of human resources potential	Competences
Psychophysiological	Ability to acquire knowledge and implement them in practice; Efficiency and systematic thinking; Ability to self-development; Ability to make independent decisions; Stress resistance and emotional balance; Responsibility, efficiency and endurance.
Qualifying and professional	Ability to perform one's duties competently, objectively and impartially; Possession of professional knowledge, skills and abilities necessary for the performance of official duties; Clear orientation in the features of the profession; Ability to accumulate, renew and creatively use professional experience; Strict adherence to professional standards.
Communicative	High level of communication characteristics; Openness and ability to cooperate; Ability to negotiate; Ability to comply with universal moral norms.
Labor	Focus on productivity and achievement of results; Ability to plan and organize work; Willingness to act and initiative; Ability to identify problems and make decisions to solve problems and achieve goals; Ability to perform one's duties effectively in a system of existing moral values; Proactive attitude to work.

** formed by authors*

An important role in the analysis of the problem of competency-based approach is played by the model of competence, as a theoretical system of knowledge, skills, abilities of staff, which ensures the

organization of the implementation of management tasks. It unifies the requirements for employees and creates common standards of functioning, the basis for evaluation and promotion of employees.

In the context of consideration of the issue, it is necessary to single out the personal competencies inherent in a competitive tourism business, e.g. focus on customer, self-realization, effective team management, continuing education and openness.

The development and implementation of a competency model is a structured and organized process based on the consistent implementation of certain procedures. The traditional approach to the formation of the model of competencies is based on the method of analysis of work and involves the use of the following methods:

- Formation of a model of competencies, which will be the same for all categories of employees of the organization, and on its basis will be created ideal competency profiles for all positions of the organization;

- The allocation of two groups of competencies: the first group of competencies should cover all employees, and the second will be specific only to individual positions.

The traditional approach can be implemented by using individual (psychological testing, behavioural scales, the method of "360 degrees", self-methods) and group (observation, questionnaire, expert assessment) research methods. An important indicator of professional competence is the ability of individuals to realize themselves as professionals [15].

Thus, the professional competence of the staff of the tourist enterprise is expressed in the implementation of their professional activities in specific conditions, including in unpredictable, problematic situations, in accordance with current professional requirements and social norms. At the same time, the level of professional competence of specialists should allow them not only to perform their functional duties in a timely and high-quality manner, but also to act creatively and productively.

One of the key factors in improving the efficiency of the tourist enterprise is the attitude to the enterprise staff. In order to have competent, highly qualified professionals who are the core of the tourism enterprise and encourage them to work effectively, managers need to use a personnel management system.

The problem of personnel management is relevant for any enterprise. The quality and efficiency of each employee and the ultimate success of the enterprise as a whole depend on its solution. Since the staff of the tourist enterprise concentrates the acquired experience and is a source of further development of the enterprise, it is necessary to pay special attention to the process of attracting staff. Only under the condition of rational selection of personnel, training and development, it is possible to achieve effective work of the organization. Therefore, the leaders of the organization, planning future activities, understand that their ability to form human resources, apply effective methods of training and staff development depends on the further development and competitiveness of the enterprise. This is especially important in areas of activity where staff have many functions, where there are no clear rules or established traditions in the relationship between employer and employee [16].

Conclusions. The modern sphere of tourism needs new approaches to the process of specialists professional qualities formation, who meet the requirements and value system of society. The main tasks of the competence approach include: to teach the individual to independently acquire and effectively apply knowledge throughout life; to forecast the situation and own activity, to make effective decisions according to life experience, values and available resources; plan and control their own actions; analyse and apply the experience gained. It is established that the competence approach is a dominant factor in the success of the professional activity of a tourism specialist at the present stage. This makes it possible to propose the use of the competency approach as an effective tool for providing competent personnel, a system-forming basis that will promote the formation of new processes in human resources management in tourism enterprises, to create partnerships with consumers of services that are significant competitive advantages.

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Юрчишина Людмила Іванівна, старший викладач. **Белобородова Марія Валеріївна**, кандидат економічних наук. **Калюжна Таїсія Миколаївна**, кандидат педагогічних наук, доцент. Національний технічний університет «Дніпровська політехніка». **Компетентнісний підхід як чинник ефективної кадрової політики туристичного підприємства**. Проаналізовано теоретичні основи й особливості методології реалізації компетентнісного підходу в підготовці та професійному розвитку фахівців сфери туризму; виокремлено пріоритетні напрями професіоналізації успішності фахівця сфери туризму. Виявлено, що використання компетентнісного підходу в управлінні кадровим потенціалом туристичного підприємства є результатом системного вивчення проблем вдосконалення системи кадрового забезпечення на сучасних туристичних підприємствах. Підкреслено дієвість та актуальність застосування запропонованої структурно-логічної моделі управління розвитком кадрового потенціалу за компетентнісним підходом, що дає змогу розв'язати існуючі проблеми, пов'язані з розвитком компетенцій, підвищенням продуктивності праці та ефективним виконанням обов'язків шляхом досягнення необхідного рівня компетентності, а також забезпеченням взаємозв'язку компетентнісно орієнтованих цілей і завдань кадрової політики та функцій системи управління кадровим потенціалом. Використано такі загальнонаукові та спеціальні методи: абстрактно-логічний – при узагальненні теоретичних положень і формулюванні висновків;

історичного аналізу та теоретичного узагальнення – для аналізу зарубіжних і вітчизняної моделей компетенцій, узагальнення переліку компетенцій працівників та встановлення концептуальних положень управління кадровим потенціалом туристичного підприємства; порівняння – при дослідженні структури кадрового потенціалу й компетенцій працівників туристичної сфери. Наукова новизна дослідження полягає в удосконаленні теоретико-практичних досліджень реалізації професійного становлення фахівців з туризму на сучасному етапі. Запропоновано керівникам туристичних підприємств вивчати й аналізувати компетентнісний підхід як інструмент ефективного управління кадровим потенціалом, суть якого зводиться до вивчення кращої практики вирішення проблеми, щоб упевнено та успішно реалізовувати професійне становлення фахівців туристичних підприємств.

Ключові слова: туристичне підприємство, праця, кадрова політика, людський ресурс, конкурентоспроможний фахівець, компетентнісний підхід, кадровий потенціал.

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Yurchyshyna Lyudmyla, senior lecturer. **Bieloborodova Mariia**, PhD (Economics). **Kaliuzhna Taisiia**, PhD (Pedagogy), Associate Professor. National Technical University “Dnipro Polytechnic” **Competency-based approach as a factor of a tourist enterprise effective personnel policy.** It is explored the theoretical foundations and features of the methodology of implementation the competency-based approach in the training and professional development of tourism professionals. The priority directions of professionalization of success of the expert in the field of tourism are allocated. It is revealed that the use of the competence approach in the management of human resources of a tourist enterprise is the result of a systematic study of the problems of improving the personnel system at modern tourist enterprises. It is emphasized the effectiveness and relevance of the proposed structural and logical model of human resources development management by competency-based approach, which allows to solve existing problems related to the development of competencies, increase productivity and effective performance of duties.

Key words: tourist enterprise, labor, personnel policy, human resource, competitive specialist, competency-based approach, personnel potential.