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**THE ISSUE OF DEVELOPING HOSPITALITY AS A COMPONENT OF
ENTREPRENEURIAL POTENTIAL FOR THE TOURISM INDUSTRY OF UKRAINE**

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Abstract. The paper is **aimed** at elucidating the components of entrepreneurial potential and considering hospitality as a constituent of the modern entrepreneur's personal resource in tourism industry. In the study, the following **methods** were used: a method of theoretical analysis, comparative analysis, diagnostic techniques, in particular the technique of "Investigation of the person's entrepreneurial potential", quantitative methods of data processing, qualitative analysis of the results obtained. Based on the approach developed by the G.S. Kostiuk Institute of Psychology of the National Academy of Educational Sciences of Ukraine, the personality components of entrepreneurial potential are as follows: orientation to entrepreneurial activity, certain intellectual, emotional and volitional, communicative, business qualities as well as internality. Hospitality as a personality component of entrepreneurial potential represents a characteristic feature of a successful entrepreneur in the service sector of Ukraine. A comparative analysis of entrepreneurial and managerial potentials' components revealed a need for developing business as well as emotional and volitional qualities of entrepreneurs. Development of entrepreneurs' business qualities requires conducting behavioral and communicative trainings and attending classes at the School of Leadership. As a **conclusion**, the paper clearly defines hospitality as a personality component of entrepreneurial potential for successful performance in the service sector. Such knowledge will assist in developing the Ukrainian tourism industry in line with the global trends, given the national and mental features of the hospitality of Ukrainians.

Keywords: hospitality, personal resource, entrepreneurial potential, tourism industry, experience economy

JEL Classification: L29, L83, M14, O15

INTRODUCTION

Implementation of modern tourism policy requires solving multiple problems, in particular renewal of the tourism infrastructure in accordance with the international hospitality standards, introduction of innovative technologies for recreation and tourism management, consideration of the unique national anthropogenic resource, updating of the legal framework in compliance with the market economy requirements, expansion of the tourist and recreational range of services and improvement of the additional services quality, promotion of the entrepreneurial potential

development of the Ukrainian tourism industry. Innovative development of the tourism sector in the region is impossible without highly educated staff capable of generating innovative ideas and implementing them into practice. Creation of the conditions for understanding and forming the constituents of tourist staff entrepreneurial potential represents an innovative approach to solving the problem of hospitality development in the tourism industry in each region of Ukraine.

LITERATURE REVIEW

The problem of hospitality in tourism is actively developed in foreign and domestic studies, most of which are aimed at researching the totality of various components of the phenomenon.

The issue of staffing of innovative activities, namely "innovative quality" of human resources was investigated by L. Semiv, R. Semiv, S. Shults (2009). The importance of innovative culture formation for the regional space innovative development was the focus of V. Tokareva's research (2005). The studies conducted by domestic scholars, namely N. Bielska, O. Liubchuk, S. Povazhnyi, V. Tsap (2007), were dedicated to the strategic principles for entrepreneurship development in Ukraine based on revealing and developing entrepreneurial potential. The analysis of the problem of management resource as an entrepreneurial one in the context of strategic public administration (in particular, internality) was conducted in the works by O. Vikhanskyi (2002). I. Ansoff researched the issue in terms of management formation of an entrepreneurial type, strategy of social responsibility, managerial potential (1989), N. Martynenko – in the context of management and entrepreneurship (2007).

Consequently, the need for fundamental rethinking of the hospitality component as a constituent of the modern entrepreneur's personal resource in tourism industry actualizes the research topic.

PAPER OBJECTIVE

The present paper is aimed at elucidating the components of entrepreneurial potential for tourism industry as a sector of experience economy and considering hospitality as a constituent of the modern entrepreneur's personal resource.

RESULT AND DISCUSSION

According to the 2015 data of the World Travel and Tourism Council, tourism contributed USD 7.2 trillion to the world economy, which accounts for 9.8% of the global GDP. The tourism sector employs approximately 284 million people (each 11th workplace) (Ryabova, 2016). The dynamics of tourism development maintained a growth trend even in times of the global economic recessions; therefore, its role in the modern post-industrial society is constantly increasing. At the same time, the state of national tourism can be referred to as a major indicator of the population's standard of living (Morozov, 2014). A main service for those traveling extensively is provision of different types of accommodation to stay and rest (hotels, hostels, boarding houses, etc.). Modern economic conditions of the global hospitality sector are characterized by increased competition, which in turn is stipulated by an extensive introduction of innovative technologies into business strategies of tourism and hospitality companies (Dedok, 2016).

Establishment and development of post-industrial society is characterized by emergence of a new type of production, where the person is a "carrier of universal productive forces", by a constant transition from a goods economy through a money economy to an economy of human capabilities, "human capital" as a set of professional skills, knowledge and talents of individuals, since success of production activities will depend on people whose training can be long and costly. All these have resulted in the trend towards mass higher education, which is becoming typical of the developed countries.

In conditions of post-industrial development of the advanced countries, innovative human, entrepreneurial, managerial and personality resources represent main strategic resources. For these resources to exert a major influence on a country's socio-economic development, the changes in the system of training for a new generation of entrepreneurs should be made, especially in tourism industry as a leading economy sector.

Entrepreneurial potential is understood as a set of personality characteristics which determine business success. The structural components of the person's entrepreneurial potential include professional orientation, intellectual qualities (nonverbal and verbal); emotional and volitional qualities (psycho-emotional tone and volitional perseverance); communicative qualities (sociability, organizational and leadership potential, flexibility); business qualities; internality. Independence, enterprise as an innovative potential and enterprise as practical implementation are considered to be an entrepreneur's business qualities (Povazhnyi and Lyubchuk, 2007). The development level and qualitative manifestation of the above stated components are indicators of their development.

We believe that in the context of increased competition in the tourism sector, researches involving analysis and systematization of unique tourist resources of each region and the country as a whole with the view of planning the development of tourist centers for domestic and international tourism are promissory. Hospitality is one of these promissory resources.

Different theoretical approaches provide different interpretations of the hospitality essence. In particular, in the study by A. Martiienko and O. Dyshkantiuk (2017) it is considered as an economic category. The authors pointed out that in many scientific papers hospitality is interpreted as a quality of communication and experience in the process of meeting various needs in society, an ethical norm of interpersonal communication between people. Meanwhile, in business it is interpreted as a manifestation of technologies for thoughtful guest service, ability to understand customer needs and meet them, which has resulted in development of hospitality industry. Positive experience of the services obtained raise the mood, create a certain cultural, moral and ethical climate in society, which promotes the living standard. This service should have a material support in the form of special facilities, which helps to improve the population's living standard through provision of hospitality services.

Entrepreneurs are considered apart of logistics links, which provide positive experiences of the entire hospitality and synergetic effect within its diverse areas and components that form this concept. That is, hospitality industry includes various sectors of economy, including service sector.

Hospitality industry combines tourism, hotel and restaurant business, catering, recreation and entertainment, organization of conferences and meetings (Walker, 1999).

The hypothesis of this study lies in the assumption that hospitality is a necessary personality component of entrepreneurial potential for the tourism industry in Ukraine in conditions of the transition to an experience economy.

Therefore, we believe that according to the global trends in the development of tourism industry as a sector of an experience economy, the personal resource of tourist staff's entrepreneurial potential should include entrepreneurial orientation, which not only involves personal needs, incentives, interests, values, ideals but also "professional" motivational foundations, in particular hospitality motivation with consideration of uniqueness and inimitableness of the national, mental component of the region or country as a whole. Thus, a peculiar feature of the Ukrainian mentality is hospitality, which is reflected in the mode of life, life conditions, worldview, folk arts, traditions, customs and beliefs.

The main characteristics of the entrepreneur's intelligence include knowledge of vocabulary, an ability to identify analogies and establish logical connections, combine knowledge from different areas, flexibility and switching speed, capability of finding the most accurate solution among the approximate ones, intelligence, pace and performance of mathematical (as well as financial and economic) analysis, aptitude for practical thinking.

The entrepreneur's organizational and leadership potential is viewed as a set of personal faculties and qualities: confidence, dominance, a desire and ability to lead a team in order to solve the problems faced by them, to organize joint activities; willingness to take personal responsibility for the results of team performance; a desire to gain credibility and status growth. Independence as a business quality of the entrepreneur is considered as a desire and ability to act in an autonomous mode, focus on his own vision, non-suggestibility, independence in forming his own opinion, decisions and strategies as well as life or professional concepts.

Enterprise as an innovative potential involves the following components: innovation; an ability to generate or select new ideas, approaches and projects, identify promissory investment areas; critical attitude to clichés and stereotypes, conceptuality in approaches and a desire for maximum awareness in business; initiative, inclination for reform and experimentation; tolerance for uncertainty. Enterprise as practical implementation includes the following: vigor, determination, activity; an ability to implement ideas and projects; realism and practicality in setting goals and determining the means to achieve them; pragmatic orientation of experiments and initiatives, their "associating" with solution of the current and future economic issues; tolerance for counteraction, competitiveness.

Psycho-emotional tone is manifested through emotional stability and overall balance; self-confidence and positive self-esteem; optimism, a lack of fear of failure; stress resistance in complicated situations, an ability to withstand a significant neuropsychiatric stress; an ability to make responsible decisions under a lack of time and information or those associated with risk. Commitment, an ability to systematically implement the planned strategies in spite of difficulties and obstacles, volitional inclinations, resistance to external influence are referred to as the components of the entrepreneur's volitional perseverance.

Manifestation of peculiar features of the formation level of entrepreneurial potential components was elucidated based on the technique of "Investigation of the person's entrepreneurial potential", which is a standardized study of the manifestation level of the customer's orientation to business. A comparative analysis of the entrepreneurial and managerial potential components showed that training of entrepreneurs should focus on formation of the entrepreneur's business as well as emotional and volitional qualities. According to the study results, 65% of the respondents have medium and low levels of the psycho-emotional tone development, which is manifested in the behavior as unbalanced state, emotional instability, and inability to withstand a significant neurological stress in non-standard, stressful situations.

It was found that 50% of the respondents have medium and low levels of independence development; 45% of the respondents have an average level of enterprise as an innovative potential; 36% of the respondents possess a sufficient level of communication skills; 52% of the respondents – a sufficient level of the organizational and leadership qualities development. Consequently, in order to develop the entrepreneur's business qualities, 50% of the respondents should take special behavioral trainings for these qualities development; 54% of the respondents need communicative trainings; 52% of the respondents – classes at the School of Leadership.

The monitoring of entrepreneurial potential for the tourism sector enabled identifying three groups of respondents based on the data obtained, depending on the level of development of the qualities necessary for business success. Thus, the first group of respondents is defined as "ready for entrepreneurial activity in terms of personality" – they are characterized by sufficiently high levels of professional orientation to entrepreneurial activity and other necessary components of entrepreneurial potential; the second group is referred to as "potentially ready to start their own business" – they are characterized by fairly high levels of professional orientation to entrepreneurship, but low and average levels of development of communication, business and other components of entrepreneurial potential (various subgroups by the quantitative and qualitative characteristics of the necessary components formation); the third group is the "unwilling" ones, whose motivational professional orientation is within the limits of becoming a professional in

tourism industry, or who have insufficient formation levels of the entrepreneurial potential components, in particular intellectual abilities, etc.

CONCLUSION

The innovative development of the tourism industry in the region is impossible without highly educated staff capable of generating innovative ideas and implementing them into activities of travel and recreation companies. In modern conditions of the market economy development, the success of entrepreneurial activity depends on many factors, among which a major one is its personality component.

The study proved that the level of personal entrepreneurial potential may be different, which will reduce or hinder the achievement of success in tourism business. In addition, the development of the personal resource of tourist staff's entrepreneurial potential should include entrepreneurial orientation, which involves knowledge, understanding and mastery of hospitality techniques, methods, and technologies with consideration of uniqueness and inimitableness of the national, mental component of the region or country as a whole.

Currently, the regional higher education system is faced with the problem of training and developing such a professional and entrepreneurial potential of the personnel for tourism industry, which will become a determining factor in the innovative regional development based on creation of the conditions for the development of its personality component, given the global trends in the development of tourism industry as a sector of experience economy and national, mental uniqueness of anthropogenic tourism resources of a particular region and the entire country.

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ДО ПРОБЛЕМИ РОЗВИТКУ ГОСТИННОСТІ ЯК СКЛАДОВОЇ ПІДПРИЄМНИЦЬКОГО ПОТЕНЦІАЛУ ДЛЯ ТУРИСТИЧНОЇ ІНДУСТРІЇ УКРАЇНИ

ЛЮБЧУК ОЛЬГА КОСТЯНТИНІВНА, доктор наук з державного управління, професор, завідувач кафедри туризму, ДВНЗ «Приазовський державний технічний університет», м. Маріуполь.

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Актуальність досліджуваної теми зумовлена становленням туристичної індустрії як провідного сектору економіки багатьох країн світу. Відповідно до світових тенденцій сучасна економіка стає економікою «вражень». Зміни в потребах сучасних споживачів туристичних послуг обумовлюють вимоги до підприємницького потенціалу в туристичній сфері. Метою даного дослідження є з'ясування складових підприємницького потенціалу та розгляд «гостинності» як складової особистісного ресурсу сучасного підприємця туристичної індустрії. Предметом наукового дослідження є «гостинність» як складова особистісного ресурсу сучасних підприємців туристичної індустрії України в умовах переходу до економіки «вражень». Для досягнення поставленої мети були використані такі методи, як: метод теоретичного аналізу, метод порівняльного аналізу, діагностичний метод, зокрема методика «Дослідження підприємницького потенціалу особистості», кількісні методи обробки даних, якісний аналіз отриманих результатів. Гіпотезою даного дослідження є припущення, що «гостинність» є необхідною особистісною складовою підприємницького потенціалу для туристичної індустрії України в умовах переходу до економіки «враження». Результати та висновки. На основі підходу, що розроблявся в

Інституті психології імені Г.С.Костюка НАПН України, особистісними складовими підприємницького потенціалу констатовані такі: спрямованість на підприємницьку діяльність, певні інтелектуальні, емоційно-вольові, комунікативні та ділові якості, інтернальність. Особливістю успішного сучасного підприємця сфери обслуговування в Україні є «гостинність» як особистісна складова підприємницького потенціалу. Проведений порівняльний аналіз складових підприємницького та управлінського потенціалів виявив необхідність розвитку ділових та емоційно-вольових якостей підприємців. Для розвитку ділових якостей підприємців необхідним є проведення поведінкових та комунікативних тренінгів, заняття в «Школі лідерства». Наукова значущість роботи полягає в акцентуванні уваги на «гостинності» як особистісної складової підприємницького потенціалу для досягнення успіху в сфері обслуговування. Практичне значення полягає в необхідності врахування національних, ментальних особливостей «гостинності» українців для розвитку туристичної індустрії відповідно до світових тенденцій.

Ключові слова: гостинність, особистісний ресурс, підприємницький потенціал, туристична індустрія, економіка «вражень».

К ПРОБЛЕМЕ РАЗВИТИЯ ГОСТЕПРИИМСТВА КАК СОСТАВЛЯЮЩЕЙ ПРЕДПРИНИМАТЕЛЬСКОГО ПОТЕНЦИАЛА ДЛЯ ТУРИСТИЧЕСКОЙ ИНДУСТРИИ УКРАИНЫ

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Актуальность исследуемой темы обусловлена становлением туристической индустрии как ведущего сектора экономики многих стран мира. В соответствии с мировыми тенденциями современная экономика становится экономикой «впечатлений». Изменения в потребностях современных потребителей туристических услуг обуславливают требования к предпринимательскому потенциалу в туристической сфере. Целью данного исследования является выяснение составляющих предпринимательского потенциала и рассмотрение «гостеприимства» как составляющей личностного ресурса современного предпринимателя туристической индустрии. Предметом научного исследования является «гостеприимство» как составляющая личностного ресурса современных предпринимателей туристической индустрии Украины в условиях перехода к экономике «впечатлений». Для достижения поставленной цели были использованы такие методы, как: метод теоретического анализа, метод сравнительного анализа, диагностический метод, в частности методика «Исследование предпринимательского потенциала личности», количественные методы обработки данных, качественный анализ полученных результатов. Гипотезой данного исследования является предположение, что «гостеприимство» является необходимой личностной составляющей предпринимательского потенциала для туристической индустрии Украины в условиях перехода к экономике «впечатлений». Результаты и выводы. На основе подхода, который разрабатывался в Институте психологии имени Костюка АПН Украины, личностными составляющими предпринимательского потенциала являются следующие: направленность на предпринимательскую деятельность, определенные интеллектуальные, эмоционально-волевые, коммуникативные и деловые качества, интернальность. Особенностью успешного современного предпринимателя сферы обслуживания в Украине является «гостеприимство» как личностная составляющая предпринимательского потенциала. Проведенный сравнительный анализ составляющих предпринимательского и управленческого

потенциалов выявил необходимость развития деловых и эмоционально-волевых качеств предпринимателей. Для развития деловых качеств предпринимателей необходимо проведение поведенческих и коммуникативных тренингов, занятия в «Школе лидерства». Научная значимость работы заключается в акцентировании внимания на «гостеприимстве» как личностной составляющей предпринимательского потенциала для достижения успеха в сфере обслуживания. Практическое значение состоит в необходимости учета национальных и ментальных особенностей «гостеприимства» украинцев для развития туристической индустрии в соответствии с мировыми тенденциями.

Ключевые слова: гостеприимство, личностный ресурс, предпринимательский потенциал, туристическая индустрия, экономика «впечатлений».