

Business in Japan is characterized by the absence of close control from the superiors. The group receives a goal which is needed to achieve and team members decide on their own how to distribute tasks. In Japanese corporate culture an employee is the greatest value of a company. Relationships between employees are built on mutual trust, cooperation and support in solving problems.

Unlike many countries where decisions are made by the majority, in Japan emphasis is placed on taking into account the views of the minority, so that everyone comes to a common opinion.

One of the main distinctions between our and Japanese corporate cultures is the fact, that for Japanese employees the main value is a success and prosperity of their company, whereas for the majority of us it is a material reward and career that takes the first place.

We can summarize the results of our research in the following way:

1. The Government in Japan is more loyal towards small business.
2. Medium-sized and small businesses are well-developed and coexist together.
3. There is the system of lifetime employment.
4. The absence of tight control from the superiors.
5. An employee is the greatest value for company.
6. Views of the minority are taking into account.
7. The main value of Japanese employees is success and prosperity of a company.

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## **THE JAPANESE BUSINESS ADMINISTRATION STYLE**

## **ЯПОНСКИЙ СТИЛЬ БИЗНЕС-АДМИНИСТРИРОВАНИЯ**

The Japanese has practically recovered from the global financial crisis consequences. Merchandise exports have recovered by 80% due to high conjuncture in East Asia. According to experts' forecasts in 2010 – 2011 financial years GDP growth was expected at the level of 3%, investments in fixed assets growth – by 5.4%. This forecast wasn't justified because of the events on the 11<sup>th</sup> of March, 2011, when the northeastern coast of Honshu island was destroyed by the 9.0 magnitude

earthquake. The restoration of damage cost \$430 billion, or 7.05% of Japan's annual GDP. Works on the recovery were very fast, and leading car companies resumed production in the previous volume by the end of 2011. By now, the Japanese industry globalization processes have gone far enough. Outside Japan more than 14,000 branches of Japanese industrial companies function, which accounted for about 20% of the total output of national and foreign enterprises.

While analyzing the Japanese business administration style, many competing hypotheses about the number and composition of factors determining its effectiveness have arisen. This diversity of points of view is reflected in various models of the Japanese business administration system. The main factors include value (the collective of people generalized characteristics, determining its behavior in specific situations), managerial (strategy, structure, systems, style, staff, skills, super goals), organizational (lifetime employment, high level of workers integration with the firm), human (the internal labor market creation, the internal philosophy formation). According to the scientist T. Lebra, the main characteristic of the Japanese nation is social relativism, i. e. the actions, assessments and emotions of the Japanese are largely due to their social relationships system.

The Ministry of Foreign Affairs of Japan is planning to implement several joint projects in Belarus. They relate to the recovery of Belarusian children in Japan and the Chernobyl accident consequences minimization. Belarus is interested in restoring the process of attracting Japanese investments into the economy. Japanese MP Yoshinori Oono has expressed the opinion that there is a lot of similarity between Japanese and Belarusian peoples: both sides have suffered from radiation and defend a world without nuclear weapons, both sides are committed to mutually beneficial cooperation. The Japanese Organization for the Development of Foreign Trade Executive Director Koji Yonanani, when opening in Tokyo a seminar-presentation of information technology, stressed the presence of Belarusian-Japanese cooperation in the IT field significant potential. The Belarusian delegation presented the systems of intellectual video monitoring and control of its content, the approach of earthquakes warning system, the identification of drugs, radio navigation and orientation in confined spaces system. Presentations raised the great interest of Japanese companies. The Japanese and Belarusian sides also considered concrete prospects for using the intelligent video surveillance system in security systems in Japan that may be in demand while preparing the 2020 Olympics.

A. Lukashenko is convinced that by joint efforts, gradually deepening bilateral official, business, tourist and cultural ties, Belarus and Japan will be able to fully realize the existing potential of interaction and bring relations to a qualitatively new level in the near future for the benefit of their peoples.

The culture of Japan has a pronounced specificity in comparison with European cultures. That determines the features of social interaction and psychology of the Japanese. That has had a strong influence on the Japanese business administration system formation, the effectiveness of which is largely determined by the fact that it is built on the basis of national cultural traditions, social norms and psychological characteristics using, rather than opposing them.

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## **MOTIVATION OF PERSONNEL IN TOURISM ORGANIZATIONS OF BELARUS**

### **МОТИВАЦИЯ СОТРУДНИКОВ ТУРИСТИЧЕСКИХ ОРГАНИЗАЦИЙ БЕЛАРУСИ**

Any company's successful work and competitiveness on the market depends greatly on its competent and effective management. Efficient management implies the ability to achieve goals through the most effective use of human resources, intellectual and behaviour motives. It is decisive for enhancing the production effectiveness, quality of service and the image of the company.

The subject of my paper is the motivation of personnel. The object is the use of motivation instruments in efficient tourism management. The main purpose of my research is to define the methods used to enhance the motivation of personnel and describe foreign tourism companies experience in this field.

The job of any manager involves the implementation of such functions as planning, organizing, motivating, controlling [1]. Employees will not work properly and efficiently without motivation. Thus to ensure the effective work of the staff it is necessary to arouse the interest people in the job at hand or, in other words, motivate them to do a specific activity. Motivation methods can be used both as encouragement and as punishment when some duties are not performed or not properly done.

After a close study of managers' activities in tourism organizations in Belarus, we have come to the conclusion that our Belarusian staff mainly prefer financial motivation methods. As an example, the largest tourist company "Rosting" stimulate its staff mostly by using economic methods such as premium awards, percentage of