

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

sales, discounts for publicity tours, seminars, compensatory leaves, fining for being late and the deprivation of bonuses for non-fulfilment of the sales rate. The creation of a favourable atmosphere among the company's personnel and the development of a sound competition are limited to awarding certificates of good work and conduct, public punishment, informing the staff about the organization's aims and tasks and corporate parties or picnics.

After analyzing the process of staff motivation in foreign companies, we can name a number of distinctive features as compared with Belarus. They give priority to a general atmosphere in the company rather than financial motivation. Managers tend to unite their teams inviting psychologists for trainings and teambuilding activities, that means much more than a corporate party, and using a board of intermediate results to make a sound competition.

In tourism organizations in Germany they use the tariff system of work payment *Tarifvertrage* which implies two bonus-premiums: Christmas bonus, that is no less than 90 per cent of a month salary, and a bonus before a leave [2]. In the United States of America, they often use the programs of medical insurance and upgrading the level of professional skills at the expense of the organization. In France, the best employees are provided with a free work schedule, an opportunity to work at a distance as well as discounts for meals and parking. In large tourist companies in the USA and Europe *Incentive tours* have become widely known. Their itineraries are selected by managers in accordance with the employees' interests.

In the end, we can conclude that the world is changing, people's motives are changing too, and therefore every manager must constantly improve the function of motivation in compliance with his or her employees' interests and opinions with an eye on foreign colleagues' experience.

In our opinion, tourism organizations of Belarus should vary already widely used nonfinancial methods of motivation, pay more attention to unification of the company's body and question the staff in order to find out most effective economic motivation levers.

References

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