МЕНЕДЖМЕНТ ТА ПІДПРИЄМНИЦТВО: ТРЕНДИ РОЗВИТКУ

Електронне наукове фахове видання

MANAGEMENT AND ENTREPRENEURSHIP: TRENDS OF DEVELOPMENT

ELECTRONIC SCIENTIFIC EDITION

JOIN THE DISCUSSION!

eISSN: 2522-1566

www.management-journal.org.ua

ВИПУСК 2 (08)
ISSUE NO. 2 (08)

ЧЕРВЕНЬ 2019 / JUNE 2019

Міністерство освіти і науки України

Запорізький національний університет

МЕНЕДЖМЕНТ ТА ПІДПРИЄМНИЦТВО: ТРЕНДИ РОЗВИТКУ

ЕЛЕКТРОННЕ НАУКОВЕ ФАХОВЕ ВИДАННЯ

ВИПУСК 2 (08) 2019

Запоріжжя
2019

Ministry of Education and Science of Ukraine

ZAPORIZHZHIA NATIONAL UNIVERSITY

MANAGEMENT AND ENTREPRENEURSHIP: TRENDS OF DEVELOPMENT

ELECTRONIC SCIENTIFIC JOURNAL

ISSUE 2 (08) 2019

Zaporizhzhia
2019

РЕДАКЦІЙНА КОЛЕГІЯ

Електронний науковий фаховий журнал **«Менеджмент та підприємництво: тренди розвитку»** започатковано кафедрою підприємництва, менеджменту організацій та логістики Запорізького національного університету з метою досягнення якісно нового рівня повноти й оперативності задоволення інформаційних потреб суспільства в знаннях, одержаних у процесі науково-дослідної діяльності українських та зарубіжних учених і фахівців галузей управління та адміністрування, сучасного менеджменту, підприємництва та маркетингу.

В журналі публікуються оригінальні статті вітчизняних та зарубіжних авторів високого наукового рівня.

Відповідальність за зміст, оригінальність та переклад тексту статей, науковий рівень, точність наведених відомостей несуть автори.

Рекомендовано до поширення через мережу Інтернет Вченою радою ЗНУ

Протокол № 10 від 14. 06. 2019 р.

Офіційний сайт видання: http://www.management-journal.org.ua

ISSN (Online): 2522-1566

EDITORIAL TEAM

The electronic scientific journal **MANAGEMENT AND ENTREPRENEURSHIP: TRENDS OF DEVELOPMENT** *(METOD)* founded by the Department of Entrepreneurship, Management of Organizations and Logistics (*ZAPORIZHZHIA NATIONAL UNIVERSITY*) offers a dynamic international forum for the publication of high quality research on all aspects of Management & Entrepreneurship and their further widespread dissemination.

The journal issues academic articles, reviews on academic works and information on scientific events to promote the exchange of knowledge and experience among academicians, scholars and practitioners in the field of management and entrepreneurship.

Recommended for electronic distribution by ZNU Academic Council

Protocol No.10 on 14 June 2019

Electronic page of journal: http://www.management-journal.org.ua

ISSN (Online): 2522-1566

CONTENTS

MANAGEMENT

PUBLIC ADMINISTRATION

ENTREPRENEURSHIP, TRADE AND EXCHANGE ACTIVITIES

ЗМІСТ

МЕНЕДЖМЕНТ

ПУБЛІЧНЕ УПРАВЛІННЯ ТА АДМІНІСТРУВАННЯ

ПІДПРИЄМНИЦТВО, ТОРГІВЛЯ ТА БІРЖОВА ДІЯЛЬНІСТЬ

MANAGEMENT

Received:
13 May, 2019
1st Revision:
29 May, 2019
Accepted:
2 June, 2019

UDC: 330.111.42

DOI https://doi.org/10.26661/2522-1566/2019-2/08-01

**Corresponding author email: fitriayanti12@yahoo.com*

THE WORK PLACEMENT EFFECT TOWARDS THE WORK ENVIRONMENT OF GRAND INDONESIA INDUSTRY COMPANY

FITRIA DAMAYANTI, *Economic Department, Wiralodra University, West Java, Indramayu, Indonesia, ORCID ID:* https://orcid.org/0000-0002-0699-454X
NURJANAH R, *Economic Department, Wiralodra University, West Java, Indramayu, Indonesia, ORCID ID:* https://orcid.org/0000-0003-3935-6242

Abstract. This study has **purpose** to find out the effect of work placement towards the work environment. Due to the hypothesis of the research, the right placement and position are able to help the company to achieve the goals. Afterward, the **methods** used are associative method and descriptive method. The indicator of work placement that is used in this study is synthesis of determining work location, determining work position, and assigning. The number of populations involving in this study is 268 and sample is 160 respondents. Then, the result of the study shows that the work placement based on Grand Indonesia Industry Company employees' responds in determining work location, work position and assignment indicators are 3896 which is categorized as good enough. Furthermore, the work environment in Grand Indonesia Industry Company based on Grand Indonesia Industry Company employees' responds on facilities and work implementation are 4034 which is categorized as very good. However, the analysis result of work placement correlation towards the work environment is rX1. Y-0,22 included as low category. **Originality and value** of the research defined by the **obtained results** and discussion, according to which, it is supposed to increase the work placement for employees especially in assignments, determining the work position of employees so that employees are always passionate to work. It is also recommended to improve the work environment, especially in the implementation of work, work infrastructure so that employee performance can increase. **Practical and social implications** of the research are added by the suggestion to improve the work environment, especially in the implementation of work, work infrastructure so that employee performance can increase.

Keywords: work placement, work environment, employee, company management, human resource, human resource management
JEL Classification: M52, M53, M54.

INTRODUCTION

Placement process is a process to determine how to get the competent employee as company necessary. It is due to the reason that right placement and position able to help the company to achieve the goals.

Grand Indonesia Industry Company is aware and full of consideration in locating the employee to make the employees to work efficiently and effectively as the company expected. Grand Indonesia Industry Company has a function to produce car seat cover. It means that the facilities and infrastructures should be noticed and maintained because the employee needs the accuracy, expertise, and high concentration. I Komang Ardana (2012) state that placement is determining the location and position of the employee in implementation the job. Based on Veithzal Rivai Zainal (2014), placement is assignment or reassignment of the employee toward their new job. Both experts' opinion can be concluded that placement is a process to determine the location and position in assigning or reassigning the employee toward their new job.

The indicator of work placement that is used in this study is synthesis of both experts such as determining work location, determining work position, and assigning.

I Komang Ardana (2012) argue that work placement should consider some factors such as educational background, work experience, physic and mental health, marital status, age, sex, passion and hobby. Placement concept based on Veitzhal Rivai Zainal (2014) is promotion, transfer and demotion, and job posting programs. Edy Sutrisno (2016) claim that work environment is the entire of facilities and infrastructures around the employee which can influence the work implementation.

However, according to Alex S. Nitisemito (1984) cited by Danang Sunyoto (2015, p.38), work environment is described as anything around the employee that can influence the employee in doing their job.

Both experts' opinion can be synthesized that work environment is anything around the employee who are doing their job including the facilities and infrastructures that can influence the performance of the employee.

In this case, work environment indicators that are used in this study are the synthesis of both experts' opinion: work infrastructures, work facilities, and work implementation. Alex S. Nitisemito (1984, p.184) statement that is cited by Danang Sunyoto (2015) stated that work environment factors include the employee relationship, the level of work environment noise, the work rules, and the lighting. Sedarmayanti (2009) examine that work environment is divided into two types: physical of work environment and non-physical of work environment.

METHODOLOGY

According to Sugiyono (2017) method of study is defined as scientific way to get data with particular purposes and uses. In this study, the writers used a research method to ease them to do further research. The methods used in this study are descriptive and associative method. Descriptive method is a method which is portrayed and examined the problems of the study, while associative method knows the relationship between two variables or more in the sample that would be tested. Sugiyono (2017) claim that descriptive statistic is a statistic which is used to describe or portrayed the tested object by data sample or population without doing analysis and creating common conclusion.

Sugiyono (2017) examine that associative hypothesis is a statement which shows the presumption about the relationship between two variables or more. Besides that, Sugiyono (2017) also said that population is a generalization scope that consists of object/subject which have particular quality and characteristic which is determined by the researchers to be analyzed and concluded.

Afterward, population of this study is all the employee of PT. Grad Indonesia Industry which has 268 people in total. Based on Sugiyono (2017), sample is a part of the number and characteristic of the population. However, to know how many samples that would be used, the writer used the slovin formula as follows (Sugiyono, 2017). Sample that would be used is 160 of the population number 268 people.

$$n = \frac{N}{1 + N.e^2}$$

As compatible as the title of this study, there are two variables, the effect of work placement toward the work environment. Free variables are defined as independent variable that influences or being a cause of the changes or appearing the dependent variable (Sugiyono 2017). Independent variable of this study is work placement (X1) whereas dependent variable of this study is work environment (Y) which can be influence or being a cause of the independent variable exists.

Sugiyono (2017) claim that Likert scale is applied to measure the attitude, opinion, and perception of someone or groups about social phenomenon. Thus, by using Likert scale, variable that would be measured become variable indicator. Then, the indicator variable would be the guideline to arrange the instrument items which can be questions or statements.

Then, in collecting data field research is used, in which means if the writers do the research directly in the field to get the needed data. Meanwhile, in collecting data technique, there are three techniques used including interview, questionnaire, and observation (Sugiyono, 2017).

Collecting data is the writers' effort to collect numerical data or it can also be non-numerical data. In this study, the writers used primary data. According to Rully Indrawan and Poppy Yaniawati (2014), primary source is a direct source which gives the data for the data collector.

Data measurement based on category scale of Nur Indrayanto and Bambang Supomo (1999) as follows:

81% - 100%	= Very good
61% - 80%	= Good
41% - 60%	= Good enough
21% - 40%	= Bad
1% - 20%	= Very bad

The instrument validity of this study is an accurate degree which is defined by Sugiyono (2017) as accuracy degree between the real data that is happened to the object and the data that was reported by the researcher. Valid instrument means that the instrument that would be used is valid. Valid means that the instrument can measure what the things that should be measured (Sugiyono 2017). Hence, valid data is the different data or there is similarity between data collected and the real data of the tested object.

Instrument reliability testing can be conducted externally or internally. Externally, the testing can be conducting by test-retest (stability), equivalent, and both. Internally, instrument reliability can be tested by analyzing the consistency of instrument with particular technique. Normality test is used to make the data can be accounted for. It is important to know whether the data obtained is normal or not.

The definition of simple correlation analysis that was argued by Sugiyono (2017) is correlation technique used to find the relationship and prove the hypothesis of the relationship between two variables if the data is interval or ratio and the data source of both variable or more is the same. Further, multiple coefficient analysis is correlation technique that is used to two independent variables and one dependent variable (Sugiyono, 2017).

Determination coefficient analysis is a determination coefficient that is used to know how much the contribution of variable X1 (work placement) toward Y (work environment), as usual the data would be showed as percentage (%).

$$Kd = r^2 \text{ x } \cdot 100\ \%$$

Means :

Kd = Determination coefficient
r = Correlation coefficient

Here, hypothesis test analysis is defined as the way to determine whether the hypothesis would be accepted or not.

Hypothesis statistically can be written as follows:

Ho : r ≠ 0 presumed there is effect between work placement and the employee performance.

Ha : r = 0 presumed there is no effect between work placement and the employee performance.

F test is conducted to know whether the influence of Xi toward Y is significant or not. According to Sugiyono (2017), significance can be measured by using this formula:

$$Fh = \frac{R^2 / k}{(1 - R^2) / (n - k - 1)}$$

Means:

R = Multiple correlation coefficient

k = The number of Independent variables

n = The number of samples

To determine the value of F, significance level used is 5% with the numerator = k and denominator (n-k-1), where "n" is the number of samples and "k" is the number of variables.

If $F_{count} > F_{table}$ so Ho is rejected and Ha is accepted. However, if $F_{count} < F_{table}$ so Ho is accepted and Ha is rejected.

RESULT AND DISCUSSION

1. The Employee Characteristics Based on The Sex

The employee characteristics based on the sex of 160 employees in Grand Indonesia Industry Company can be known as follows:

Table 1

The employee characteristics based on the sex

Sex	Total	%
Male	108	67,5
Female	52	32,5
Total	160	100

Table above showed that according to the sex of 160 employee who is dominated by 108 males, 67,5%, however females are 52 people, 32,5%

2. The Employee Characteristic Based on The Educational Level

The employee characteristic based on the educational level can be seen in the table below:

Table 2

The employee characteristic based on the educational level

Educational Level	Total	%
Senior High School	150	93,75
Diploma	1	0,625
Bachelor	8	5
Master	1	0,625
Doctor	0	0
Total	160	100

According to the table above, it can be seen that the employee characteristic based on the educational level of 160 employee is 150 employee or 93,75% is the employee who graduated from senior high school, diploma is one person or 0,625%. Bachelor is 8 people or 5% and master degree is one person or 0,625%.

3. Work Placement of Validity Instrument

Table 3

Recapitulation of Validity Instrument Work Placement

Number	Validity		Conclusion
	Correlation Coefficient (r count)	Critical Value (r table with significance level of 5%)	
1	0,481	0,159	Valid
2	0,423	0,159	Valid
3	0,520	0,159	Valid
4	0,487	0,159	Valid
5	0,468	0,159	Valid
6	0,504	0,159	Valid

Based on r table of 0,159 with 5% indicator and the number of employees are 160, the data that was got such as above. This table above showed that 6 questions r count > r table 0,0159. Thus, all questions are valid and can be used to analyze further.

4. Work Environment of Validity Instrument

Table 4

Recapitulation of Validity Instrument Work Environment

Number	Validity		Conclusion
	Correlation Coefficient (r count)	Critical Value (r table with significance level 0f 5%)	
1	0,476	0,159	Valid
2	0,496	0,159	Valid
3	0,581	0,159	Valid
4	0,576	0,159	Valid
5	0,527	0,159	Valid
6	0,528	0,159	Valid

Based on r table of 0,159 with 5% indicator and the number of employees was 160, the data that was got such as above. This table above showed that 6 questions r count > r table 0,0159. Thus, all questions are valid and can be used to analyze further.

5. Reliability Instrument of Work Placement

According to the reliability counting of work placement questionnaire, r= 0,420 with N=160 and significance level 5% can be showed that r table=0,159 so that, r count > r table (0,543>0,159). Hence, it can be concluded that the questionnaire of work placement is reliable.

6. Reliability Instrument of Work Environment

According to the reliability counting of work environment questionnaire, r= 0,420 with N=160 and significance level 5% can be showed that r table=0,159 so that, r count > r table (0,543>0,159). Hence, it can be concluded that the questionnaire of work environment is reliable.

7. Variable Normality Test of Work Placement

This test used Chi Quadrat as stated in the table 7.

Table 7

Work Placement Normality

INTERVAL	Fo	Fh	fo-fh	(fo - fh)*2	(fo - fh)*2/fh
20-21	17	4,32	12,68	25,36	5,87037037
22-23	38	21,648	16,352	32,704	1,510716925
24-25	61	54,608	6,392	12,784	0,234104893
26-27	28	54,608	-26,608	-53,216	-0,974509229
28-29	14	21,648	-7,648	-15,296	-0,706577975
30-31	2	4,32	-2,32	-4,64	-1,074074074
Total	160	161,152	-3,456	2,556031	4,86003091

According to the table, it can be seen that value of chi quadrat is 4,860, whereas chi quadrat in the table with dk (freedom degree) 6-1=5. Based on chi quadrat in the table, if dk=5 in the 5% indicator, so the value of chi quadrat table is 11,070. Yet, the number of chi quadrat counting is 4,860<chi quadrat table 11,079, so, sample distribution is normal.

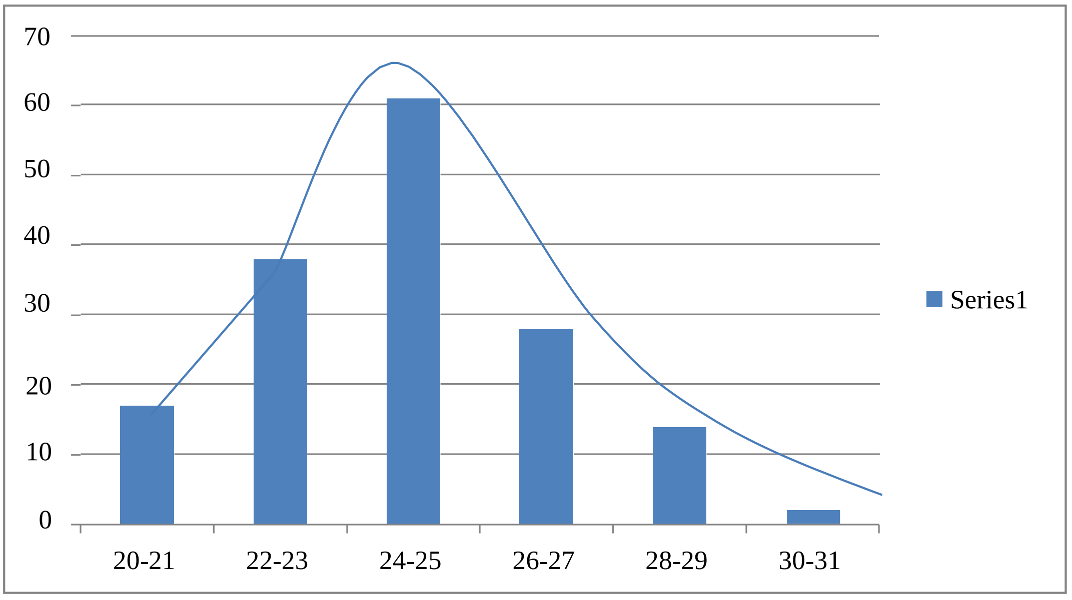

Figure 1. Work Placement Normality

8. Variable Normality Test of Work Environment

Table 8

Work Environment Normality

INTERVAL	Fo	Fh	fo-fh	(fo - fh)*2	(fo - fh)*2/fh
20-21	16	4,32	11,68	23,36	5,407407407
22-23	23	21,648	1,352	2,704	0,124907613
24-25	50	54,608	-4,608	-9,216	-0,168766481
26-27	38	54,608	-16,608	-33,216	-0,608262526
28-29	26	21,648	4,352	8,704	0,402069475
30-31	7	4,32	2,68	5,36	1,240740741
Total	160	161,152	-3,456	4,094096	6,398096229

According to the table, it can be seen that value of chi quadrat is 6,398, whereas chi quadrat in the table with dk (freedom degree) 6-1=5. Based on chi quadrat in the table, if dk=5 in the 5% indicator, so the value of chi quadrat table is 11,070. Yet, the number of chi quadrat counting is 6,398<chi quadrat table 11,079, so, sample distribution is normal.

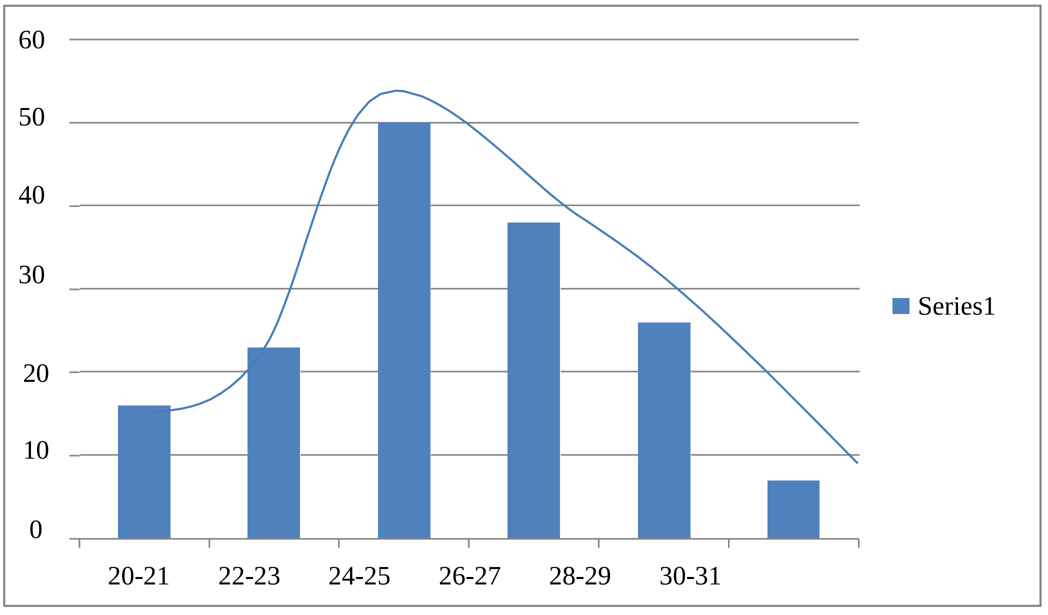

Figure 2. Work Environment Normality

9. Work Placement Correlation Analysis toward Work Environment

According to the correlation counting, it can be concluded that the value of r count is 0,212 included the low category, means that there is positive direct effect.

10. Determination Coefficient of X1 toward Y

According to the counting, it can be concluded that work placement toward work environment has significance value of 4,4944%. However, the rest of 95,5056% is influenced by another factors that is not analyzed.

Fitria Damayanti and Nurjanah R (2019). "The work placement effect towards the work environment of Grand Indonesia Industry Company", *Management and entrepreneurship: trends of development,* 2 (08), pp. 8-17. doi: https://doi.org/10.26661/2522-1566/2019-2/08-01

11. The Hypothesis of X1 toward Y

To know further about the phenomenon in the sample of population, thus T-Test is used and based on the result, it showed that t_{count}=2,726 however, $t_{table}$with 5% level of accuracy and freedom degree dk=n-2=160-2=158, so t_{table}=1,654. Because t_{count} is bigger than t_{table} 2,726>1,654.

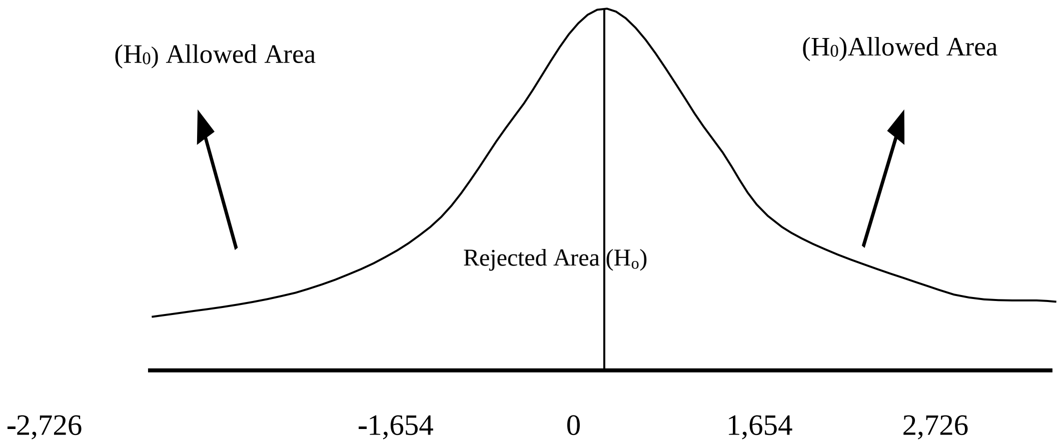

Figure 3. Hypothesis Analysis between Two Parties X1 toward Y

CONCLUSIONS

According to the result and discussion of this study, thus, it can be concluded that the work placement in Grand Indonesia Industry Company based on the result analysis such as determining work location, determining work position, and determining job description is categorized as good category. Afterward, the work environment of Grand Indonesia Industry Company based on the result analysis such as work facilities, infrastructures, and implementation is categorized as very good category. At last, the correlation between work placement and work environment categorize in low category which means that there is direct positive influence and significant as well.

SUGGESTION

According to the result and discussion of this study, there will be some suggestions such as it is supposes to increase the work placement for employees especially in assignments, determining the work position of employees so that employees are always passionate to work. Afterward, it is recommended to improve the work environment, especially in the implementation of work, work infrastructure so that employee performance can increase.

REFERENCES

Ardana, I Komang et al. (2012). Manajemen Sumber daya Manusia. Yogyakarta: Graha Ilmu (in Indonesian).

Chelliah, J. (2010). "Power Sharing in Progressive Discipline: New Rules of Engagement Arising from an Australian Perspective", *Contemporary Management Research,* Vol. 6, No. 2, pp. 91-110.

Fadilah, Asri Nur et al. (2013). "Pengaruh Penempatan Pegawai Terhadap Kinerja (Studi Kasus Pada Pegawai Sekretariat Daerah Kabupaten Gresik)", *Jurnal Administrasi Publik*, Vol. 1, No. 5, pp. 847-852 (in Indonesian).

Hasibuan, Malayu (2007). Manajemen Sumber Daya Manusia, Edisi Revisi. Jakarta: Bumi Aksara (in Indonesian).
Indrawan, R. and Yaniawati, P. (2014). *Metode Penelitian Kuantitatif, Kualitatif, dan Campuran untuk Manajemen, Pembangunan dan Pendidikan.* Bandung: Refika Aditama (in Indonesian).
Junialdi, Andiyan (2013). Pengaruh Deskripsi Pekerjaandan Lingkungan Kerja Terhadap Kinerja Karyawan di Lembaga Penerbangan dan Antariksa Nasional (LAPAN) Bandung. Skripsi: Universitas Pasundan (in Indonesian).
Linge, Teresia Kavoo and James K Kiruri (2013). "The Effect of Placement Practices on Employee Performance in Small Service Firms in the Information Technology Sector in Kenya", *International Journal of Business and Social Science*, Vol. 4, No. 15, p. 213
Mangkunegara, A. A. (2013). *Manajemen Sumber Daya Manusia Perusahaan.* Bandung: PT Remaja Rosdakarya (in Indonesian).
Marwansyah (2014). *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta (in Indonesian).
Sarsono, and Y Djoko Suseno (2012). "Pengaruh Deskripsi Pekerjaan dan Pengembangan Karir Terhadap Prestasi Kerja Dengan Kepuasan Kerja Sebagai Variabel Moderasi", *Jurnal Manajemen Sumberdaya Manusia*, Vol. 6, No, 2, p. 140 (in Indonesian).
Sedarmayanti (2009). *Sumber Daya Manusia dan Produktivitas Kerja*. Jakarta: Mandar Maju (in Indonesian).
Sinambela Poltak (2012). *Kinerja Pegawai Teori Pengukuran dan Implikasi*. Yogyakarta: Graha Ilmu (in Indonesian).
Situmorang, Syafrizal Helmi and Muslich, Lufti (2012). Analisis Data, Edisi kedua, Medan: USU Press (in Indonesian).
Sugiyono (2017). *Statistik Untuk Penelitian.* Bandung : Alfa Beta (in Indonesian).
Sunyoto, Danang (2015). *Manajemen dan Pengembangan Sumber Daya Manusia***.** Yogyakarta : CAPS (Center Of Academic Publishing Service) (in Indonesian).
Sutrisno, Edy (2016). *Manajemen sumber daya manusia*. Jakarta: Kencana Prenada Media Group (in Indonesian).
Umar, Husein (2014). *RisetPemasaran dan PrilakuKonsumen.*Jakarta. PT. GramediaPustaka Utama (in Indonesian).
Wibowo (2016). *Manajemen Kinerja*. Depok: PT. Raja Grafindo Persada (in Indonesian).
Yahya, Khulida Kirana (2009). "Linking Organizational Structure, Job Characteristic, and Job Performance Constructs: A Proposed Framework", *International Journal of Business and Management*, Vol. 4, No. 3, p. 151.
Zainal, V. R. (2014). Manajamen sumber daya manusia untuk perusahaan: Dari teori ke praktik. Jakarta: PT. Raja Grafindo Persada (in Indonesian).

ВПЛИВ ОРГАНІЗАЦІЇ РОБОЧИХ МІСЦЬ НА РОБОЧЕ СЕРЕДОВИЩЕ КОМПАНІЇ «GRAND INDONESIA INDUSTRY COMPANY»

FITRIA DAMAYANTI, *економічний факультет, університет Віралодра, Західна Ява, Індрамаю, Індонезія*
NURJANAH R, *економічний факультет, університет Віралодра, Західна Ява, Індрамаю, Індонезія*

Дане дослідження має на меті з'ясувати вплив процесу організації робочих місць на робоче середовище компанії. Відповідно гіпотезі дослідження, ефективна організація робочих місць та їх розташування на виробництві здатні допомогти компанії досягти поставлених цілей. Для досягнення зазначеної мети використовуються наступні методи наукового дослідження: асоціативний метод та метод опису. У дослідженні використовується індикатор робочого місця, який являє собою синтез визначення розташування робочого місця, визначення робочого місця безпосередньо і його призначення. Число груп населення, які беруть участь в цьому дослідженні, становить 268, а вибірка – 160 респондентів. Результати дослідження доводять, що розподіл робочих місць, заснований на відповідях співробітників «Grand Indonesia Industry Company» при визначенні місця розташування роботи, робочих місць і показників призначення, становить 3896, що класифікується як достатньо добре. Крім того, робоче середовище в «Grand Indonesia Industry Company», засноване на відповідях про об'єкти і виконання робіт, складає 4034, що відноситься до категорії дуже добрих. Проте, результат аналізу кореляції розміщення роботи з робочим середовищем – rX1. Y-0,22 позначений як низька категорія. Відповідно до результатів даного дослідження, передбачається необхідність в збільшенні та вдосконаленні робочого простору співробітників, особливо в інструкціях по диверсифікації робочих місць з тим, щоб співробітники завжди були захоплені роботою. Практичне і соціальне значення дослідження доповнюються пропозицією і рекомендаціями поліпшити робочий простір, а також робочу інфраструктуру на досліджуваному підприємстві, з тим, щоб підвищити продуктивність співробітників.

Ключові слова: організація робочого місця, робоче середовище, працівник, керівництво компанії, людські ресурси, управління персоналом.

ВЛИЯНИЕ ОРГАНИЗАЦИИ РАБОЧИХ МЕСТ НА РАБОЧУЮ СРЕДУ КОМПАНИИ «GRAND INDONESIA INDUSTRY COMPANY»

FITRIA DAMAYANTI, *экономический факультет Университета Виралодра, Западная Ява, Индрамаю, Индонезия*

NURJANAH R, *экономический факультет Университета Виралодра, Западная Ява, Индрамаю, Индонезия*

Данное исследование имеет целью выяснить влияние процесса организации рабочих мест на рабочую среду компании. Согласно гипотезе исследования, эффективная организация рабочих мест и их расположение на производстве способны помочь компании достичь поставленных целей. Для достижения указанной цели используются следующие методы научного исследования: ассоциативный метод и метод описания. В исследовании используется индикатор рабочего места, который представляет собой синтез определения расположения рабочего места, определения рабочего места непосредственно и его назначения. Число групп населения, участвующих в этом исследовании, составляет 268, а выборка – 160 респондентов. Результаты исследования доказывают, что распределение рабочих мест, основанное на ответах сотрудников «Grand Indonesia Industry Company» при определении местоположения работы, рабочих мест и показателей назначения, составляет 3896, что классифицируется как достаточно хорошее. Кроме того, рабочая среда в «Grand Indonesia Industry Company», основанная на ответах об объектах и выполнении работ, составляет 4034, что относится к категории очень хороших. Тем не менее, результат анализа корреляции размещения работы с рабочей средой – rX1. Y-0,22 обозначен как низкая категория. Ценность исследования определяется полученными результатами, согласно которым предполагается увеличить и усовершенствовать рабочее пространство сотрудников, особенно в инструкциях по диверсификации рабочих мест с тем, чтобы сотрудники всегда были увлечены работой. Практическое и социальное значения исследования дополняются предложением и рекомендациями улучшить рабочее пространство, а также рабочую инфраструктуру на исследуемом предприятии, с тем, чтобы повысить производительность сотрудников.

Ключевые слова: организация рабочего места, рабочая среда, работник, руководство компании, человеческие ресурсы, управление персоналом.

MANAGEMENT

Received:
14 May, 2019
1st Revision:
30 May, 2019
Accepted:
3 June, 2019

UDC: 658.817

DOI https://doi.org/10.26661/2522-1566/2019-2/08-02

**Corresponding author email:* *yafeteka1@gmail.com*

CUSTOMER REPURCHASE INTENTION IN SERVICE BUSINESS: A CASE STUDY OF CAR REPAIR SERVICE BUSINESS

YAFET EKA PRASETYA, *Magister Management Blended Learning Program, Binus University, West Jakarta, Indonesia, ORCID ID:* https://orcid.org/0000-0003-2343-3530
JULFREE SIANTURI, *Magister Management Blended Learning Program, Binus University, West Jakarta, Indonesia, ORCID ID:* https://orcid.org/0000-0001-6002-9196

Abstract. The **aim** of this study is to determine the relationship between behavioural intention with customer repurchase intention, customer satisfaction, perceived service quality, perceived product quality and perceived price fairness in automobile industry, particularly in service garage. This study is specified at particular authorized automobile workshops in Indonesia. The non-probability purposive sampling was performed to obtain the samples of this research. **Methodology:** the survey was conducted online, using the main instrument of the data collection – the questionnaire which was adopted from previous researchers. The samples were obtained from a survey conducted for two weeks with 174 respondents. The four set of variables were then tested to ensure the validity and reliability along with the assumption test to ensure the normality, linearity, homoscedasticity and multi-collinearity, which was concluded as powerful enough to be used for this research. The statistical analyses results have supported all hypotheses stated in the research. As a **result** the study found positive and significant relationship of perceived service quality, perceived product quality, and perceived price fairness with customer satisfaction. In addition, in the second stage, customer satisfaction was also proven to have significant and positive relationship with repurchase intention. This study can be improved by adding the sample numbers, enlarge the samples with different car brands, and have further study on additional dependent variables. However, the current result has provided valuable inputs for automobile service garage to increase the customer repurchase intention.
Keywords: customer repurchase intention, customer satisfaction, perceived service quality, perceived product quality, and perceived price fairness
JEL Classification: M21, M31, M30.

INTRODUCTION

The importance of this study was promoted in the frame of broader problem where company or car repair services spend most of their energy and fund to attract new customers as the importance of retaining customers who were left behind. A previous study by Dawkins and Reichheld, 1990 showed 5% enhancement rate in retention led to an increase in the net present value of customers between 25% and 85% in a wide range of industries, from credit card to insurance brokerage, and from motor services to office building management. The target of retaining customers is commonly coming from loyal customers, which is normal since the most probable customers visiting the company are the loyal customers.

Unlike the automobile selling in which the customers will probably return in three to four years, car repair services have privilege of frequent visit from customers related to the needs of their car repair, routine service, or accessories upgrade. The period after buying new car until customers repurchase again in three or four years later is a potential period for automobile dealers to sell their car maintenance services. However, the customers might have more options to bring their car for maintenance in different car repair dealers, either authorized or unauthorized. This is the challenge for automobile dealers to keep their customers bring their car or maintenance service in their dealers. Thus, the researchers choose the study on this sector as the available data that sufficient, thought and able to deliver added value to the related business.

In order to make customers repurchase and repeat their order to the same automobile dealer. Hussain et al. (2011) said that a business must increase its customer satisfaction level by either lowering the expectation of the customers or improving the customer perception of its service. When the services elicit satisfaction and contentment from the customers, Bowman and Narayadas (2001) in (Hussain et al, 2011) said that they will normally return to the provider and may bring along friends and colleagues, who can be potential customers. In contrary, dissatisfied customers will share their experience with others and an enterprise may never know the unexpected occurrence in the future. In today's competitive environment, keeping customer satisfaction level is very important for business to obtain customer loyalty and possible repurchase within the same outlet.

To increase customer satisfaction level for car repair business in automobile sector, automobile services need to increase the quality of after sales (Hussain et al., 2011). Service quality is an important outcome of comparison between customer expectations, both before and after their experience of service (Groonroos, 2007 in Ismail and Yunan, 2016). If the customer expectation of service performance conform their perception of service, it may lead to an inducement of service quality (Groonroos, 2007). Perceived service quality is customers' judgment regarding the overall excellence or superiority of a service (Zeithaml, 1998). Customersperceive the quality of service based on the overall experiences of a service. When customersare satisfied with the quality of the service, it will invoke an intention to repurchase the service or product.

Consumers have several perceptions about the superiority of a product, since a superior product will ensure the product reliability, sustainability, and durability (Saleem et al, 2015). Customers buy a product to satisfy their needs and expect a good quality product. If the product's actual outcome goes beyond their expectation, the consumers will be satisfied and may plan to repeat the order. In the contrary, when the product evokes disappointment, it will generate a negative response not to buy the product anymore. Customers already have preconceived notions about quality of product, price, and appearance before purchasing it. Saleem et al. (2015) said that after using a product, purchase intention may increase or decrease depends on the quality of the product and the benefits that the customer receives. If the quality is high, then repurchase intention is also high.

Most customers will compare the benefits of service that they get with the money they spend to determine whether the service is worthy or not. Xia et al. (2004) in Dai (2010) stated that when customers discover disadvantage, inequality, and unfited price, fairness perception could trigger negative emotions such as disappointment and anger which may lead to negative consequence of behavioral intentions (e.g. intention to spread negative word of mouth, complaints, switching to competitor, etc.). Xia et al. (2004) said that consumer assessments of whether a seller's price can be reasonably justified are considered as the perceived price fairness. When customers believe that the seller gives fair price for the service or product, they intent to repeat and buy the product again. Gunmesson (2002) said that the customer perception of price fairness influences the perceived value, satisfaction, and it produces different emotion and behavioral response.

Some previous studies on customer behavior and its interrelationship with customer value and satisfaction have been done, for example, Wahyuningsih (2011) had investigated the relationship among customer value, satisfaction and behavioral intention of car insurance. Phuong and Trang

(2018) had investigated the relationship of perceived service quality, perceived system quality, and information quality towards repurchase intention on Grab and Uber customers. Therefore, this study fit the gap in analyzing the elements of customer satisfaction, perceived service quality, perceived product quality and perceived price fairness in automobile car service business especially in Indonesia (particularly Toyota Authorized Service Garage). Considering the level of car growth, high number of car in Indonesia, and number of car repair service, the managers and business owners need to know the behavioral perception of their customers especially the repurchase intention in order to enlarge their competitive advantage. Furthermore, this study is intended to fill these gaps, which means that managers will be able to access the major variabel affecting customer repurchase intention. Managers should be able to build strategic marketing decision to improve company marketing and earning oppotrinity. For further research, this study should be able to contribute basic customer perceived behaviour in Toyota service garage that can be applied in other service garage brands.

To invoke the customers' willingness to repeat order and repurchase the car service in the same dealer, business owners or managers must fill in customer expectation. However, customer expectation often does not meet the business reality, and sometimes customer value regarding service quality, product quality and price fairness change overtime, which makes it more difficult to fulfill. Therefore, this study focused to determine the relationship between behavioral intention with customer repurchase intention, customer satisfaction, perceived service quality, perceived product quality and perceived price fairness in automobile industry, particularly in service garage.

LITERATURE REVIEW

Perceived Service Quality

Perceived service quality has been defined by Czepiel (1990) as customers' perception of how good and rigorous a service meets or exceeds the expectation. To build the perception about quality of service is a long term process which is determined by quality of the service (Ismoyo et al., 2017). The quality of service was helped company to increase the market share if perceived service quality meets or over the expectation, and vice versa (Anderson and Zeithanml, 1984, as cited in Hussain, Bhatti and Jilani, 2011). Therefore, in the modern era, the high competition in business leads the managers to redefine their strategy to compete with their competitors and to focus their attention on service quality (Thamnopoulos, Tzetziz and Laois, 2012). Customers will consider to choose a service or product because of personal perception regarding superiority and perfection of the given product or service.

In automobile repair service business, the excellent service which is given by company to the customers is an essential success element to survive and win the high competition (Hussain, Bhatti and Jilani, 2011). The customers may have many choices to repair their car in any workshop based on their preference which can fulfill their expectation, but they need an excellent service for their car. Eventually after purchasing, the customersare attracted more to a good after-care and maintenance service. They will confirma better engagement with the service garagethan with the dealer where they gought the car (DMA Foresight factory research, 2017). If the customers enjoy the service experience, they will normally return to the provider and may bring along friends and colleagues. On the other hand, dissatisfied customers will share their experience with others and organization,and never know what is going on to hit after (Bowman and Narayadas, 2001).

Soon et al. (2014) said that automobile company should always perform good quality car service, show high responsiveness, care, and solve the car problem faced by the customer promptly, so the customers are confident about the integrity of the company. The company also has to make sure that the car has a good performance on the road after service. Customers come to the automobile repair workshop with a hope that their car problem can be solved by the workshop and will not face the same problem in the future. Therefore, the workshop should make sure all problems that the customers bring have been solved completely. Shammaryi& Samerkanina (2014) in their research concluded that car owners expect to receive excellent quality of service not only while the purchasing process is going on, but also after the car has been purchased. In addition, it is also said that today's customers expect to receive an automatic reminder when their vehicles' periodic service is duein order to book a service appointment easily as well as to receive personal treatment.

The processes of delivering services determine the quality of service and pivotal for the customers to gather their notion about the perceived service quality (Cronin et al., 2000; Parasuraman, 2000). Hussain, Bhatti and Jilani (2011) concluded in their study that delivery time, process, promise commitment of installation, and warranty showed direct relation with customer satisfaction. Based on those studies, it can be summarized that car owners who come to automobile repair expect their car to be maintained with an excellent process, on time delivery, and all of their car problems are completely solved.

Acording to the studies above and some previous researchconducted by Mensah (2018), Phuong and Trang (2018), Ismoyo et al. (2017), Al-Shamari and Kanina (2014), Ismail and Yunan (2016), Izogo and Ogba (2014) which altogether found that service quality has positive and significant impact toward customer satisfaction and purchase intention, the researchers statedthe first hypothesis for this research regarding the perceived service quality as follows:

H1: Perceived service quality has positive and significant effect towardscustomer satisfaction.

Perceived Price Fairness

Perceived price fairness is defined as consumers' subjection assessment of whether the difference between a seller's price and the price of other parties is reasonable, acceptable, or justifiable (Bolton et al., 2003). Itis said that price fairness is a process that is recognized by customers as an outcome which is reasonable and acceptable. Moreover, the influence of customers' perceived price fairness will depend on the offer price that the customers received. Dai (2010) argued that fairnessis very subjective since it is based on what the customers perceived regardless the perception is correct or not. Therefore, price fairness is a critical element until the customers perceive anunfair price (Dai, 2010).

Pricing is very important for the company to reach the profit and to keep the existence in the competitive market. Management should be careful to determine the price because the price affects the sales and the acceptance of product in the market. Moreover, price also provides link between quality of service and customer expectation (Bassey, 2014). It means that higher price will be followed by higher expectation from the customers to get better quality of service and experience of product.

A finding in 2005 from a study conducted by Homburg, Koschate, and Hoyer revealed the existence of strong positive impact of customer satisfaction on willingness to pay. Thus, the customers who are satisfied with the service in the past will not only seek for the service provider in the future, but also have willingness to pay premium price for the service. Lindgreen et al. (2000) said that retained customers may pay higher price than newly acquire customers, and less likely to receive discounted offer that are often made to acquire new customers. The study of Homburg et al. (2005) was strengthened by the study of Soon et al. (2014) which mentioned that car buyers will value the quality of service and product more than the chargedprice since it is high involvement product. Agyapong and Ghana (2011) said that most customers prefer good service than lower price since they are willing to pay a little extra to get better or more efficient services.

Based on some studies mentioned in the previous paragraph, the researchers hypothesized that:

H2: Perceived price fairness has positive and significant effect towards customer satisfaction.

Perceived Product Quality

Perceived product quality is an important element of the marketing strategies which aims to build brand image and increase the market share (Tsioutsou, 2005). Perceived quality is the consumers' judgement about a product's overall excellence or superiority (Zeithaml, 1988 in Tsioutsou, 2005). Perceived product quality is related to superiority of product or service which customers experienced when using the product or service to satisfy their needs (Kottler etal., 2002 in Saleem et al., 2015). Customers calculate product superiority in term of how much happiness they received from that product (Jiang and Wang, 2006). Consumers will find the product which can fulfill the whole supremacy and excellence (Zeithaml, 1988). Therefore, perceived products quality will drive the customers' perception to decide purchasing a product when the value and core function meet their needs.

Perceived quality is a global assessment ranging from "bad" to "good", characterized by high abstraction level and refers to specific consumption setting (Tsioutsou, 2005). Before going to purchase a product, customers have a perception about product quality, price and appearance, but after using a product, purchase intention increases or decreases depending on their experience when using the product. Rust and Oliever (1994) in Tsioutsou (2005) argued that perceived quality is both pre and post purchase construct. Customers consider perceived quality as more specific concept based on the product or service (Saleem et al., 2015).

In line with the studies before, the researchersstated a hypothesison perceived product quality that:

H3: Perceived product quality has positive and significant effect towards customer satisfaction.

Customer Satisfaction

Customer satisfaction can be written as the needs and goals to achieve a pleasure level of fulfillment and emotional response provided by a service (Olivier, 1997). It is a variable that is very important for an enterprise as strategic indicator, or for a company's success and long-term competitiveness (Anderson et al., 2008). The benefits of customer satisfaction are not limited to automobile industry. The benefits have been revealed as the following:

- Customer satisfaction has a direct and strong relation with customer loyalty. More satisfied customers are more loyal to the firm (Haq, 2012).
- The customer satisfaction is the most important part of any automobile service sector. Thus,the main job of service industry is to improve client satisfaction and quality of service which is helpful to improve the number of new clients (Kumar and Singh, 2016).
- Satisfied consumersare less likely to switch to other companies (Wahyuningsih, 2011)
- Customer satisfaction is an important element in delivering service for understanding and satisfying the customers' needs and wants, which further can increase market share resulting from the repeat purchases and referrals (Kotler, 2000).
- Customer satisfaction is very important as satisfied customers will add the value of the brand and spread a positive word of mouth as well as help in making good reputation of brand. Satisfied customers will be able to make long term profitable relationship with the brand (Hanif, Hafeez and Riaz, 2010).

In this study, in the first stage customer satisfaction functioned as dependent variable to three independent variables including perceived service quality, perceived product quality, and perceived price fairness. The second stage of the evaluation, customer satisfaction functioned as independent variable towards repurchase intention.

Some researchers such as Zaw (2014), Soon et al. (2014), Mensah (2018), Lang Tang et al. (2015), said that when customer are satisfied will impact positively and significant towards repurchase intention. Thus, the researchers hypothesized that:

H4: Customer satisfaction has positive and significant effect towards repurchase intention.

Repurchase Intention

Repurchase is defined as a realized action of customers in buying or using the products again (Ibzan, Balarade and Jakada, 2016). Customers who buy or use a product or service for the first time will have potential to repeat purchase (Peyrot and Doren, 1994). Repurchase intention can be stated as "the individual's judgment about buying again a designation service from the same company, taking into account his or her current situation and likely circumstances" (Hellier et al., 2003). It is clear from the definition that customers will tend to repurchase if they have good experiences withthe products or services. Thus, it can also be mentioned that customers are more likely to repeat their transaction with the same company if they think that what they have received is worth what they have given up (Wahyuningsih, 2011). In this study, repurchase intention was obtained from surveys of current customers by assessing their tendency to purchase the same brand, same product or service from the same company.

Chart of Hypothesis Statement

Four hypotheses stated previously can be briefly depicted in the following chart:

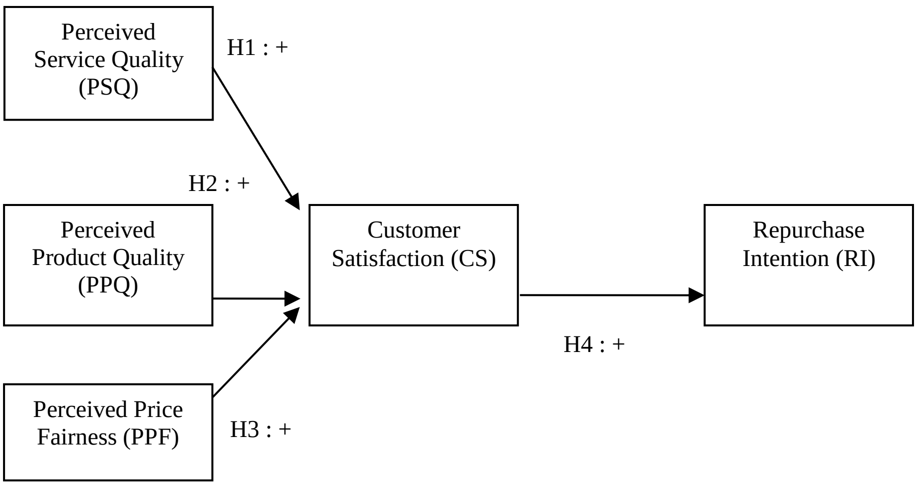

Figure 1. Chart of Hypothesis Statement

H1: Perceived service quality has positive and significant effect towards customer satisfaction.
H2: Perceived product quality has positive and significant effect towards customer satisfaction.
H3: Perceived price fairness has positive and significant effect towards customer satisfaction.
H4: Customer satisfaction has positive and significant effect towards repurchase intention.

METHODOLOGY

Data and Methodology

The non-probability purposive sampling was performed to obtain the samples of this research. This method was targeting the people who own Toyota car and regularly use the service of authorized dealer workshop to repair and maintain their car.The valid samples collected were 174 from 200 surveys done by the researchers. The survey was conducted online in all over Indonesia, and in-site survey in several Toyota authorized dealers in North Sumatera. The main instrument of the data collection was the questionnaire which was adopted from previous researchers, Soon et al. (2014) and other researchers. The questions were closed-ended questions with a 5-points Likert scale, the scores were coded 5 for strongly agree, 4 for agree, 3 for neutral, 2 for disagree, and 1 for strongly disagree. The questionnaire was distribured for 2 weeks in November 2018 with 87% response (174 out of 200 survey).

The four set of variables were then tested to ensure the validity and reliability along with the assumption test to ensure the normality, linearity, homoscedasticity and multi-collinearity, which was concluded as powerful enough to be used for this research.

Measurement of Independent Variables

The study applied multi-items (instrument) scales to measure the model construct. Every variable was tested using three to five instruments with the following detail:

The measurement of perceived service quality (PSQ) was derived from the study by Soon et al. (2014). The existing instrument was considered suitable since it was dedicated for automobile industry which was in line with the objective of this study. Five instruments were questioned to capture as much as possible the spectrum of PSQ with the following list of questionnaire:

- Employees of Toyota garage always perform good quality car service to their customers
- Employees of Toyota garage show their high responsiveness towards customers' request when servicing their car
- Customers are very confident with the car service provided by Toyota
- Employees of Toyota garage show their caring to the customers when servicing their car
- Employees of Toyota garage always understand the car problems that the customers faced and able to solve the problems in time.

The second variable is perceived product quality (PPQ), in which the researchers measured the customers' point of view before purchasing the product, using the adopted instrument from the previous study (Stylidis et al., 2015). The PPQ was measured based on three major components which are related to visual quality, feeling quality, and overall performance. The overall questionnaire instrument was a combination of the studies by Stylidis et al. (2015) and Soon et al. (2014) with the following list of questionnaires:

- Toyota's products have the best performance
- Toyota garage always replaces the spare-part with a good quality spare-part.
- Product replacement such as oil machine and other spare parts by Toyota garage fulfill the customer expectation on product quality.

The instrument to measure the perceived price fairness was an adopted instrument used by previous researchers (Hermann et al., 2007 and Soon et al., 2014) which is intended to measure a relative comparison of product or service price with other competitors in the same environment. The construct was build based on fivequestionnaire instruments as follows:

- The price of Toyota service garage is reasonable

- All customers pay the same price when they maintain their car in the same city with the same problem
- Toyota service garage and spare part is not overpriced.
- The price of Toyota service garage is in accordance with the quality of the service
- The price of Toyota service garage is acceptable compare to other service garages

Measurement of Dependent Variables

Customer satisfaction was measured by adopting instrument which was developed by Soon et al. (2014) with the main focus questionnaire on overall satisfaction performance, and willingness to spread positive word of mouth advertisement, the questionnaires were listed below:

- I am very satisfied with overall performance of Toyota garage
- I believe that I make a good decision in using Toyota service garage
- I will spread positive word of mouth about Toyota service garage to my relatives and friends.

The variable of repurchase intention as the final dependent variable to be tested measured the customer intention to use the same service repeatadly. The instrument used in this study was an adopted version of Rahman et al. (2014) and Soon et al. (2014) focusing on the intention of the customers to repeat the use of the service :

- I intent to return to use Toyota service garage
- I search for information about Toyota service garage from time to time
- I always talk about Toyota service garage with my friends
- I like to compare Toyota service garage to other brands from time to time
- I believe that Toyota garage and its products are the most suitable for me.

FINDING AND DISCUSSION

Table 1 describes the demographics of the respondents. It indicates that the majority of respondents' characteristic was male (68%), aged between 31 to 40 years old (44%) and worked as employees (62%).

Table 1

Respondents' Demographics

Respondents' Characteristics	*Sub Profile*	*Percentage (%)*
Gender	Male	68 %
	Female	32 %
Age	Less than 20	2 %
	20 – 30 years old	15 %
	31 – 40 years old	44 %
	More than 40	39 %
Occupation	Employee	62 %
	Entrepreneur	24 %
	House Wife	6%
	Student	5 %
	Pensioner	2 %
	Military and Police	2 %

Source: own study

Respondents' demographics shows that the majority of the respondents wasadult people who had enough critical thinking to give their proportional review on the service based on their experiences. Convergent validity is based on the guidelines assessment proposed by Hair et al. (2009) where the construct is valid when KMO test indicates value of greater than 0.7. Table 2 describes the validity of all constructs with KMO value of 0,702 to 0,863.

Table 2

Validity Test

Variable	*KMO Test*	*Bartlett's Test*	*df*	*Sig*	*Standard (Hairetal,2009)*	*Validity*
PPSQ	0,863	348,742	10	0,000	≥ 0,7	Valid
PPQ	0,702	166,696	3	0,000	≥ 0,7	Valid
PPF	0,843	488,274	10	0,000	≥ 0,7	Valid
CS	0,730	298,426	3	0,000	≥ 0,7	Valid
RI	0,728	334,393	3	0,000	≥ 0,7	Valid

Source: own study

Cronbach's Coefficient Alpha test (between 0-1) was applied to describe the reliability of all factors. The variables are considered acceptable and reliable when the calculation result is greater than or equal to 0.60 (Sekaran, 1992). In this study, the measure model contained 5 latent variables and 21 measurements.

Table 3

Reliability Test

Variable	*Cronbach's Alpha*	*N of Item*	*Standard (Sekaran and Bougie, 2013)*	*Reliability*
PPSQ	0.856	5	0.6	Reliable
PPQ	0.802	3	0.6	Reliable
PPF	0.889	5	0.6	Reliable
CS	0.884	3	0.6	Reliable
RI	0.858	5	0.6	Reliable

Source: own study

Table 3 shows that the reliability test of five latent variables was above 0.7 which provides indication of reliable acceptance.Since the reliability, validity, and four classic tests had been passed, the data analysis was proceed to the first stage of linier regression by analysing the impact of three independent variables including perceived service quality (PPQ), perceived product quality (PPQ), and perceived price fairness (PPF) towards dependent variable of customer satisfaction (CS). Multi-regression analysis method was applied with a confidence level of 95% and alpha 0.05. Using IBM-SPSS software, the results are described in the following table.

Table 4

Model Summary of Customer Satisfaction Variable

Model Summary[b]				
Model	*R*	*R Square*	*Adjusted R Square*	*Std. error of the Estimate*
1	.776[a]	0,603	0,596	0,39615
a. Predictors: (Constant), PPF, PSQ, PPQ				
b. Dependent Variable: CS				

Source: own study

Yafet Eka Prasetya and Julfree Sianturi (2019). "Customer repurchase intention in service business: a case study of car repair service business", Management and entrepreneurship: trends of development, 2 (08), pp. 18-34. doi: https://doi.org/10.26661/2522-1566/2019-2/08-02

The first linier regression between PSQ, PPQ, and PPF as independent variables with CS as dependent variable showed that 60% (R2 = 0.6) of customer satisfaction could be explained by the three independent variables, and the rest 40% would be explained by other variables which are out of the scope of this study.

Table 5

ANOVA

ANOVA[a]						
Model		*Sum of Squares*	*df*	*Mean Square*	*F*	*Sig.*
1	Regression	40,494	3	13,498	86,008	.000[b]
	Residual	26,679	170	0,157	-	-
	Total	67,173	173	-	-	-
a. Dependent Variable: CS						
b. Predictors: (Constant), PPF, PSQ, PPQ						

Source: own study

The simultaneous test of all independent variables indicated the result of F values of 86,008 with significance of 0.000 (< 0.05). It concluded that the three independent variables are good predictors of customer satisfaction simultaneously.

Table 6

Coefficients Regression

Coefficients[a]								
Model		*Unstandardized Coefficients*		*Standardized Coefficients*	t	*Sig.*	*Collinearity Statistics*	
		B	*Std. Error*	*Beta*			*Tolerance*	*VIF*
1	(Constant)	0,506	0,243	-	2,086	0,038	-	-
	PSQ	0,345	0,076	0,308	4,529	0,000	0,506	1,977
	PPQ	0,208	0,076	0,196	2,738	0,007	0,456	2,192
	PPF	0,332	0,055	0,391	6,045	0,000	0,559	1,788
a. Dependent Variable: CS								

Source: own study

From the regression test, coefficient of independent variable of perceived of service quality toward dependent variable of customer satisfaction was 0,345 with t value 4,529 and level of significant 0.000 < 0.05. Thus, hypothesis null is rejected and H_1 is accepted. It means that there is a positive and significant impact of perceived service quality toward customer satisfaction. Every change of perceived service quality variable by 1 scale will increase customer satisfaction by 0.34. The findings are in line with the research from Mensah (2018), Phuong and Trang (2018), Ismoyo et al. (2017), Al-Shamari and Kanina (2014), Ismail and Yunan (2016), Izogo and Ogba (2014),in which perceived service quality has strong and positive impact towards customer satisfaction.

The test regression coefficient of variable perceived product quality towards dependent variable customer satisfaction showed coefficient regression of 0.208 with t value 2.738 and level of significant 0.007 (< 0.05). This result means that hypothesis null is rejected and H_2 is accepted.

There is a positive and significant effect of perceived product quality towards customer satisfaction. Every change of perceived product quality variable by 1 scalewill increase customer satisfaction by 0.208. The findings are also in line with research result from Tsoutsou (2005) and Saleem et al. (2015) which found a positive and significant impact of perceived product quality toward customer satisfaction.

The test regression coefficient of variable perceived of price fairness toward dependent variable customer satisfaction showed coefficient regression 0.332 with t value 6.045 and level of significant 0.000 (< 0.05). This result means that hypothesis null is rejected and H_3 is accepted. There is a positive and significant effect of perceived price fairness toward customer satisfaction. Every change of perceived price fairness variable by 1 scale will increase customer satisfaction by 0.332.These findingsare in line with the research dinding from Dai (2010) and Bassey (2014).

The linier equation is served below:

$$CS = 0.506 + 0.345.\ PSQ + 0.208.\ PPQ + 0.332.\ PPF$$

Individually, by comparing the constant value of each variable, PSQ had the most positive relationship with customer satisfaction, followed by PPF and PPQ. Furthermore, the second stage of the hypothesis analysis in this study is assessing the impacts of customer satisfaction towards repurchase intention by using linier regression technique.

Table 7

Model Summary of Repurchase Intention Variable

Model Summary[b]				
Model	*R*	*R Square*	*Adjusted R Square*	*Std. error of the Estimate*
1	.761[a]	0,579	0,576	0,42658
a. Predictors: (Constant), CS				
b. Dependent Variable: RI				

Source: own study

Table 7 shows that R square valuewas 0.579, it means that repurchase intention as dependent variable could be explained 58% by customer satisfaction as independent variable and the rest 48% was explained by other variable(s) outside this researchparameter.

Table 8

ANOVA

ANOVA[a]						
Model		*Sum of Squares*	*df*	*Mean Square*	*F*	*Sig.*
1	Regression	43,028	1	43,028	236,450	.000[b]
	Residual	31,300	172	0,182	-	-
	Total	74,328	173	-	-	-
a. Dependent Variable: RI						
b. Predictors: (Constant), CS						

Source: own study

Table 8 result shows F values of 236.450 with significance of 0.000(< 0.05), it indicates that the independent variables are good predictors of repurchase intention as dependent variable.

Table 9

Coefficients Regression of Repurchase Intention variable

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0,639	0,213	-	3,002	0,003	-	-
	CS	0,800	0,052	0,761	15,377	0,000	1,000	1,000
a. Dependent Variable: RI								

Source: own study

Hypothesis 4 is intended to prove the impact of customer satisfaction towards repurchase intention. Table 9 shows a regression coefficient of 0.800 with t value of 15.377 and significant level of 0.000 (< 0.05). This result means that hypothesis null is rejected and H_4 is accepted. There is a positive and significant effect of customer satisfaction towards repurchase intention. Every change of customer satisfaction variableby 1 scale will increase repurchase intention by 0.800. The linier equation is served below:

RI = 0.639 + 0.8.CS

The regression signifies the important relation between customer satisfaction with repurchase intention. The result confirms the result of some previous researches such as Zaw (2014), Soon et al. (2014), Mensah (2018), and Lang Tang et al. (2015).

CONCLUSION

The statistical analyses results have supported all hypotheses stated previously. The three variables PSQ, PPQ, and PPF were having positive and significant relationship towards customer satisfaction. In addition, among the three variables, perceived service quality is the most influential predictor to customer satisfaction. This study also successfully supports the hypothesis saying that customer satisfaction has positive and significant relationship towards repurchase intention. It can also be concluded that the foundations of repurchase intention of Toyota authorized service garage in Indonesia are perceived service quality, perceived product quality, perceived price fairness and customer satisfaction. Overall, the most likely outcome and further studiesare list of actions to be performed by the service garage dealer in persuading the customers in their behavioral perception sector tackling their perception of service quality, product quality, and price fairness.

However, a room of improvement on this study is identified from two corners; the first is enlarging the scope of the study by gathering more samples from different car brand and garage to have more general application. The second is targeting more explanation of dependent variables by adding other independent variable(s), signifies by R2 of around 0.6. The other 40% of customer satisfaction explanation should be studied further.

RESEARCH IMPLICATION

The results of this study can be used by automobile company especially Toyota dealer authorized service garage and possibly other car repair services in order to increase their rate or repurchase customers by paying attention on the three variables; PSQ, PPQ and PPF. The management should be more focused on the strategic programs to enhance the service quality for all level of employees from front line level to back office employees to increase the practice of high quality service. The management should drive every employee to serve beyond the expectation of the customers. Furthermore, the management must focus on improving product quality and keep the product reliable. When the product meets the needs of the customers, it will build a positive perception of the product and drive the customers to repeat the order. On the other hand, when the management wants to determine the price, they must formulate the price carefully to have fairness comparison with the quality of product and service with economic and profitability consideration.

REFERENCES

Agyapong, G.K. and Ghana, C. (2011). "The effect of service quality on customer satisfaction in utility industry – A case of Vodafone (Ghana)", *International Journal of Business and Management*, vol. 6, no. 5, doi:10.5539/ijbm.v6n5p203, Available at: https://pdfs.semanticscholar.org/0033/8218fb4cb7d14056032c55ffd0bb9cac9393.pdf (Accessed 12 May 2019).

Ahmad, R. and Buttle, F. (2010). "Customer retention: A potentially potent marketing management strategy", *Journal of Strategic Marketing*, Issue 9, pp. 29-45.

Anderson, S. (2008). "Linking customer satisfaction to the service concept and customer characteristic", *Journal of Service Research*, Issue 10 (4), DOI: 10.1177/1094670508314575

Aspinall, E., Nancarrow, C. and Stone, M. J. (2001). "The meaning and measurement of customer retention", *Journal of Targeting, Measurement and Analysis for Marketing*, vol. 10, issue 1, pp. 79-87. Available at: https://link.springer.com/article/10.1057/palgrave.jt.5740035 (Accessed 14 May 2019).

Balla, B., Ibrahim. S., and Ali, A. (2015). "The impact of relationship quality on repurchases intention towards the customers of automotive companies in Sudan", *British Journal of Marketing Studies*, vol. 3, no.4, pp. 1-15. Available at: https://www.researchgate.net/publication/281404899_THE_IMPACT_OF_RELATIONSHIP_QUALITY_ON_REPURCHASE_INTENTION_TOWARDS_THE_CUSTOMERS_OF_AUTOMOTIVE_COMPANIES_IN_SUDAN (Accessed 15 May 2019).

Balamurugan, R.N., Sathish, M., Surinder, N. D. and Karthikeyan, P. (2013). "Customer relationship management in car service industry with reference to car dealers in Coimbatore", *Journal of Business Management & Social Sciences Research (JBM & SSR)*, vol. 2 (6), pp.43-49. Available at: http://www.borjournals.com/a/index.php/jbmssr/article/view/237/pdf (Accessed 15 May 2019).

Bassey, F. O. (2014). "The effect of perceived price fairness on customer satisfaction and loyalty", Podgorica, Master dissertation, Eastern Mediterranean University. Available at: https://pdfs.semanticscholar.org/e859/b7e8244e8e1006ca91dfacbe1623fd0ad48c.pdf (Accessed 17 May 2019).

Berndt, A. (2009). "Investigating service quality dimensions in South African motor vehicleservicing", *African Journal of Marketing Management*, vol. 1 (1), pp. 1-9. Available at: https://academicjournals.org/journal/AJMM/article-full-text-pdf/36AD9501830 (Accessed 10 May 2019).

Bowman, D. And Narayandas, D. (2001). "Managing customer-initiated contacts with manufactures: The impact on share of category requirements and word-of-mouth behavior", *Journal of Marketing Research*, vol. 38, no. 3, pp. 281-297

Buttle, F. (2009). Customer relationship management-concept & technologies. CITY of publisher: Elsevier Ltd.

Bolton, L. E., Warlop, L. and Alba, J.W. (2003). "Consumer perception of price (un)fairness", *Journal of Consumer Research*, vol. 29, pp. 474- 491.

Boafo, D. N. (2015). "Effect of sales service quality on customer retention: A case study of PHC Motor Accra, Ghana", *The International Journal of Business & Management*, vol. 3 (5).

CzepieI, J. A. (1990). "Service encounters and service relationships: Implications for research", *Journal of Business Research*, vol. 20, pp. 13-21.

Cronin, J.J., Brady, M.K. and Hult,G. (2000). “Assessing the effects of quality value and customersatification on consumer behavioral intentions in service environments”, *Journal of Retailing*, vol. 76 (2), pp. 193–215

Dai, Bo. (2010). The impact of perceived price fairness of dynamic pricing on customer satisfaction and behavioral intention: The moderating role of customer loyalty. Auburn: Auburn University

Dawkins, P.M. and Reichheld, F.F. (1990). “Customer retention as a competitive weapon”, *Directors & Board Summer*, vol. 42 (7), pp. 20-40.

Gummesson, E. (2002). Total relationship marketing. CITY of publisher: Butterworth-Heinemann.

Hair Jr, J. F., Anderson, R. E., Tatham, R. L., Babin, B. J. and Black, W. C. (2009). Multivariate data analysis (7th ed.). New Jersey: Prentice-Hall.

Hanif, M., Hafeez, S. and Riaz, A. (2010). “Factor affecting customer satisfaction”, *International Research Journal of Finance and Economics*, issue 60, pp.44-52.

Haq, A. (2012). “Satisfaction towards customer loyalty in auto-mobile industry of Pakistan”, *Int. J. Manag. Bus. Res.*, 2 (4), pp. 363-371. Available at: https://www.researchgate.net/publication/279993624_Satisfaction_towards_Customer_Loyalty_in_Auto-Mobile_Industry_of_Pakistan (Accessed 10 May 2019).

Hellier, P. K., Gus, G., Rodney A. C. and John, A. R. (2003). “Customer repurchase intention: A general structural equation model”, *European Journal of Marketing*, 37 (11/12): 1762-1800. DOI: 10.1108/03090560310495456. Available at: https://www.researchgate.net/publication/242342933_Customer_Repurchase_Intention_A_General_Structural_Equation_Model (Accessed 12 May 2019).

Homburg, C., Koschate, N. and Hoyer, W. D. (2005). “Do satisfied customers really pay more? A study of the relationship between customer satisfaction and willingness to pay”, *Journal of Marketing*, vol. 69, no.2, pp. 84-96. https://doi.org/10.1509/jmkg.69.2.84.60760

Hussain, N., Bhatti. W.A., and Jilani, A. (2011). “An empirical analysis of after sales service and customer satisfaction”, *Management & Marketing Challenges for the Knowledge Society*, vol. 6, no. 4, pp. 561-572. Available at: https://www.academia.edu/9712352/An_empirical_analysis_of_after_sales_service_and_customer_satisfaction (Accessed 18 May 2019).

Ibzan, E., Balarabe, F. and Jakada, B. (2016). “Customer satisfaction and repurchase intentions”, *Developing Country Studies*, vol. 6, pp. 96-100.

Ismoyo, N., Hadiwidjojo, D., Rahman, F.and Rahayu, M. (2017).“Service quality perception’s effect on customer satisfaction and repurchase intention”, *European Business & Management*, vol. 3 (3), pp. 37-46.

Ismail, A., Sufardi, Y. and Yunan, M. (2016). “Service quality as a predictor of customer satisfaction and customer loyalty”, *Scientific Journal of Logistic*, vol. 12 (4), pp. 269-283.

Izogo, E.E. and Ogba, I. (2015). “Service quality, customer satisfaction and loyalty inautomobile repair servicessector”, *International Journal of Quality & Reliability Management*, vol. 32, pp. 250-269

Jiang, Y. and Wang, C.L. (2006). “The impact of affecton service quality and satisfaction: The moderationof service contexts”, *Journal of Services Marketing*, vol. 20 (4), pp. 211–218. Available at: http://dx.doi.org/10.1108/08876040610674562 (Accessed 18 May 2019).

Kotler, P. (2000). Marketing management: The millennium edition, pp. 153-155.

Kumar, A. and Singh, B. (2016). “Role of customer satisfaction in automobile service sector”, *International Journal of Engineering Technology, Management and Applied Sciences*, vol. 4 (10).

Lang Tang, L., Han Shu, C. and Wen Chan, Y. (2015). Constructing a B2C repurchase intention model based on consumer perception factors.

Megatef, S. G. and Tomalieh, E. F. (2015). “The impact of customer loyalty program on customer retention”, *International Journal of Business and Social Science*, vol. 6, no. 8 (1), p. 78-93.

Available at: http://ijbssnet.com/journals/Vol_6_No_8_1_August_2015/8.pdf (Accessed 28 May 2019).

Mesnah, R. (2018). "Effect of service quality and customer satisfaction on repurchase intention in restaurant on University of Cape Coast campus", *Journal of Tourism, Heritage and Service Marketing*, vol. 4 (1), pp. 27-36. Available at: https://www.jthsm.gr/vol4iss1/4-1-5.pdf (Accessed 23 May 2019).

Olivier, R. (1997). Satisfaction: A behavior perspective on the customer. Maidenhead: McGraw-Hill.

Parasuraman, A., Zeithaml, V.A. and Berry, L. L. (1985). "A conceptual model of service qualityand its implications for future research", *Journal of Marketing*, vol. 49(4), pp. 41-50.

Peyrot, M. and Doren, D. (1994). "Effect of a class action suit on consumer repurchase intentions", *Journal of Consumer Affairs*, vol. 39, pp. 361-379.

Phuong, N. and Trang, T. (2018). "Repurchase intention: The effect of service quality, system quality, information quality, and customer satisfaction as mediating role: a PLS approach of m-commerce ride hailing service in Vietnam", *Marketing and Branding Research*, vol. 5, pp. 78-91. Available at: https://www.researchgate.net/publication/325708845_Repurchase_Intention_The_Effect_of_Service_Quality_System_Quality_Information_Quality_and_Customer_Satisfaction_as_Mediating_Role_A_PLS_Approach_of_M-Commerce_Ride_Hailing_Service_in_Vietnam (Accessed 20 May 2019).

Saleem, A., Ghafar, A., Ibrahim, M., Yousuf ,M. and Ahmed, N. (2015). "Product perceived quality and purchase intention with customer satisfaction", *Global Journal of Management and Business Research: E Marketing*, vol. 15 (1), pp.21-27. Available at: https://www.academia.edu/29725607/Product_Perceived_Quality_and_Purchase_Intention_with_Consumer_Satisfaction_Product_Perceived_Quality_and_Purchase_Intention_with_Consumer_Satisfaction (Accessed 22 May 2019).

Soon, W.L., Run, E. and Hong, N. M. (2012). "Customer retention model – A case study of branded passenger car", Conference Paper, Conference: International Engineering and Management Conference 2012. Available at: https://www.researchgate.net/publication/236204251 (Accessed 28 May 2019).

Tsioutsou, R. (2005). "Perceived Quality Levels and Their Relation to Involvement, Satisfaction and Purchase Intention", Marketing Bulletin, vol. 16, Research Note 4.

Wahyuningsih (2011). "Customer value, satisfaction and behavioral intentions: The effect of customer search behavior", *Asean Marketing Journal*, vol. 3. Available at: http://journal.ui.ac.id/index.php/amj/article/view/2011 (Accessed 29 May 2019).

Wulf, K. D., Schroder, G. O., Cannier, M. H. and Oppen, C. V. (2003). "What drives consumer participation to loyalty programs? A conjoint analytical approach", *Journal of Relationship Marketing*, vol. 2 (1/2), pp. 69-83.

Zaw, A. and Chaipoopirutana, S. (2014), "Factors affecting customer loyalty of Toyota Cars' owners in Yangon, Myanmar", International Conference on Business law and corporate Social Responsibility.

Zeithaml, V. A. (1988). "Consumer perceptions of price, quality and value: A means-end modeland synthesis of evidence", *Journal of Marketing*, vol. 52, pp. 2-22.

Yafet Eka Prasetya and Julfree Sianturi (2019). “Customer repurchase intention in service business: a case study of car repair service business”, Management and entrepreneurship: trends of development, 2 (08), pp. 18-34. doi: https://doi.org/10.26661/2522-1566/2019-2/08-02

ДОСЛІДЖЕННЯ КУПІВЕЛЬНОЇ ПОВЕДІНКИ У СФЕРІ ОБСЛУГОВУВАННЯ НА ПРИКЛАДІ КОМПАНІЇ АВТОМОБІЛЬНОГО СЕРВІСУ

YAFET EKA PRASETYA, магістрант факультету менеджменту, Університет Бінус, Західна Джакарта, Індонезія

JULFREE SIANTURI, магістрант факультету менеджменту, Університет Бінус, Західна Джакарта, Індонезія

Метою даного дослідження є визначення взаємозв'язку між купівельною поведінкою і наміром клієнта в питанні придбання та подальшого викупу продукції, а також задоволеністю споживача одержуваною якістю обслуговування, якістю продукту і передбачуваною справедливою ціною в автомобільній промисловості, особливо в сфері послуг. Дане дослідження проводилося в спеціалізованих авторизованих автомобільних майстернях в Індонезії. З метою отримання даних для проведення дослідження, була проведена імовірнісна цільова вибірка. Опитування проводилося в режимі онлайн з використанням основного інструменту збору даних – анкети, яка була перейнята від попередніх дослідників. Дані були отримані в ході опитування, яке проводилося протягом двох тижнів за участю 174 респондентів. Згодом були протестовані чотири набори змінних, щоб гарантувати достовірність і надійність проведених обчислень. В результаті даного дослідження було виявлено позитивний і значущий зв'язок одержуваної якості обслуговування, якості продукту і передбачуваною справедливою ціною з задоволеністю споживача. Крім того, на другому етапі було також доведено, що задоволеність клієнтів має істотний і позитивний взаємозв'язок з купівельною поведінкою і клієнтським наміром придбання і подальшого викупу продукції. Дане дослідження може бути покращено шляхом додавання критеріїв відбору, його збільшення, відповідно до дослідження купівельної поведінки по відношенню до різних марок автомобілів і подальшого вивчення додаткових залежних змінних. Проте, поточний результат надав цінні дані для автосервісу, які допоможуть збільшити активність купівельної поведінки.

Ключові слова: купівельна поведінка, намір викупу, задоволеність споживача, якість обслуговування, якість продукту, справедлива ціна.

ИССЛЕДОВАНИЕ ПОКУПАТЕЛЬСКОГО ПОВЕДЕНИЯ В СФЕРЕ ОБСЛУЖИВАНИЯ НА ПРИМЕРЕ КОМПАНИИ АВТОМОБИЛЬНОГО СЕРВИСА

YAFET EKA PRASETYA, магистрант факультета менеджмента, Университет Бинус, Западная Джакарта, Индонезия

JULFREE SIANTURI, магистрант факультета менеджмента, Университет Бинус, Западная Джакарта, Индонезия

Целью данного исследования является определение взаимосвязи между покупательским поведением и намерением клиента в вопросе приобретения и дальнейшего выкупа продукции, а также удовлетворенностью потребителя получаемым качеством обслуживания, качеством продукта и предполагаемой справедливой ценой в автомобильной промышленности, особенно в сфере услуг. Данное исследование проводилось в специализированных авторизованных автомобильных мастерских в Индонезии. С целью получения данных для проведения исследования, была произведена вероятностная целевая выборка. Опрос проводился в режиме онлайн с использованием основного инструмента сбора данных – анкеты, которая была перенята от предыдущих исследователей. Данные были получены в ходе опроса, который проводился в течение двух недель с участием 174 респондентов. Впоследствии были протестированы четыре набора переменных, чтобы гарантировать достоверность и надежность проводимых вычислений. В результате данного исследования была обнаружена положительная и значимая связь получаемого качества обслуживания, качества продукта и воспринимаемой справедливой ценой с удовлетворенностью потребителя. Кроме того, на втором этапе было также доказано, что удовлетворенность клиентов имеет существенную и положительную взаимосвязь с покупательским поведением и клиентским намерением приобретения и дальнейшего выкупа продукции. Данное исследование может быть улучшено путем добавления критериев отбора, его увеличения, в соответствии с исследованием покупательского поведения в отношении различных марок автомобилей и дальнейшего изучения дополнительных зависимых переменных. Тем не менее, текущий результат предоставил ценные данные для автосервиса, которые помогут увеличить активность покупательского поведения.

Ключевые слова: покупательское поведение, намерение выкупа, удовлетворенность потребителя, качество обслуживания, качество продукта, справедливая цена.

Proskurnia, O., Popov, M., Vereshak, V. and Nosyriev, O. (2019). “Prospects for the development of tourist business in Ukraine”, Management and entrepreneurship: trends of development, 2 (08), pp. 35-46. doi: https://doi.org/10.26661/2522-1566/2019-2/08-03

MANAGEMENT

Received:
7 June, 2019
1st Revision:
25 June, 2019
Accepted:
28 June, 2019

UDC: 338

DOI https://doi.org/10.26661/2522-1566/2019-2/08-03

**Corresponding author email:* proskurniaolena@gmail.com

PROSPECTS FOR THE DEVELOPMENT OF TOURIST BUSINESS IN UKRAINE

OLENA PROSKURNIA, *PhD in Technical Sciences, associate professor, Associate Professor at the Department of Innovative Entrepreneurship Management and International Economic Relations, National Technical University "Kharkiv Polytechnic Institute", Kharkiv, Ukraine, ORCID ID:* https://orcid.org/0000-0002-8367-0442

MYKOLA POPOV, *PhD in Economical Sciences, Senior Lecturer, Associate Professor at the Department of Innovative Entrepreneurship Management and International Economic Relations, National Technical University "Kharkiv Polytechnic Institute", Kharkiv, Ukraine, ORCID ID:* https://orcid.org/0000-0002-0925-5224

VITA VERESHAK, *Master student of the Department of innovative entrepreneurship and international economic relations, National Technical University "Kharkiv Polytechnic Institute", Kharkiv, Ukraine, ORCID ID:* https://orcid.org/0000-0002-9564-9624

OLEKSANDR NOSYRIEV *PhD in Geographical Sciences, associate professor, Associate Professor at the Department of International Business and Finance, National Technical University "Kharkiv Polytechnic Institute", Kharkiv, Ukraine, ORCID ID:* http://orcid.org/0000-0003-4089-3336

Abstract. The urgency of analysing the tourism business in our country as a key element of the service system is due to the fact that it can help to form a positive image of the territory or its image, brand, the degree of development of infrastructure transport, services, the availability of recreational resources, the ecological component of the territory, as well as its overall investment attractiveness. The overall state of the economic development of the infrastructure of tourism services is more influencing the formation of a positive image of the territory**.** Our country may be more interesting than the countries of beach holidays, which are focused on tourism as one of the main sources of budget revenues, such as Tunisia, Egypt, Turkey, Cyprus and Dominican Republic. Without income, which gives a developed economy, it is impossible to achieve mass tourism, and, consequently, there is no subject of management. In contrast to the tourist places of a wide profile, visits to tourist places of a narrow profile are an end in themselves. This includes areas with various tourist attractions, which ultimately attracts tourists to a particular region. Analysis of the prospects for the development of tourism services in Ukraine allows us to represent the tourist region as a kind of system, a set of interconnected elements: the economy, the demand of the tourist market, infrastructure, the development of society, natural objects, tourist attractiveness, developed industry, politics. The **aim** of research is to study the state of the tourist business in Ukraine, identifying problems and prospects for the development of tourism services in our country. **Methodology:** during the study, an analysis of the state of the tourist business in Ukraine was conducted. The economic growth of tourist facilities, tourist regions, and the development of industries, coexist or depend on the tourist business depends on the path that the development of the tourist services industry will take today. The **scientific importance** of the work lies in the fact that on the basis of the conducted research it is possible to improve innovative projects for the development of the tourist business.

The **value** of the research is that it is increasingly necessary to attract youth start-ups, which should be created for a long time and with great potential in the tourism market. Professionals from various industries should be involved (IT technology, travel business, marketing, system and risk management ...)
Key words: tourism business, start-ups, efficiency, interest, development strategies
JEL Classification: L83, M21, O10

INTRODUCTION

At the present time, tourism has become a phenomenon that included almost a third of the planet's population in daily life. In many countries and regions, tourism is the main source of income. By the number of workers, the tourism industry has also become one of the largest in the world – it employs more than 260 million people, that is, every 10th is working. Global tourism revenues amount to more than $ 500 billion annually. The largest returns are from Western European and US countries (Kifyak, 2003).

For Ukraine, the tourism industry is very important and contributes to attracting investment and creating new jobs. Today in Ukraine's tourism 10% of the population is involved, providing activity of 40 spheres of the economy. The tourist market refers to the directions that will improve the country's economic and social performance.

The tourist industry is among the five branches of Ukraine, which bring the highest incomes, surpassing the coal and automobile industry. The World Tourism Organization has published information that, in the next ten years, tourism will take the leading position in the field of world exports. Ukraine, with its significant natural and cultural potential, has the opportunity to join the most visited countries (Martynenko, 2017).

The tourist industry is one of the most profitable branches of the economy. Given this, even in a difficult economic and political reality of life, this industry is very promising and can bring significant profits.

LITERATURE REVIEW

The study of the problem and the study of tourism business development have important meaning today. The theoretical and practical aspects of the development of the tourism industry have been devoted to a large number of works by leading domestic and foreign scholars, among them: Yu.V. Arbuzova and V.D. Yakovenko (2013), G.V. Gorin (2014), M.B. Onisco (2012), O.I. Trohymets (2012) and others.

However, despite the high level of interest from a large number of scientists, there are still a number of unresolved issues that hinder the development of domestic tourism. These are issues such as the imperfection of the management system in the field of tourism, the lack of funds for financing the reconstruction of existing and the construction of new tourist facilities, shortages of personnel who consider the management of tourism business as a comprehensive integrated system of general management services.

PAPER OBJECTIVE

The modern tourism industry is one of the fastest growing sectors of the world economy. It is considered both as an independent type of economic activity, and as a sectoral complex. The purpose of the article is to study the state of the tourist business of Ukraine, to determine the problems and prospects for the development of tourist services in our country.

Proskurnia, O., Popov, M., Vereshak, V. and Nosyriev, O. (2019). “Prospects for the development of tourist business in Ukraine”, Management and entrepreneurship: trends of development, 2 (08), pp. 35-46. doi: https://doi.org/10.26661/2522-1566/2019-2/08-03

RESULT AND DISCUSSION

According to the Law of Ukraine “On Tourism” tourism in our country is considered one of the priority directions of economic and cultural development.

In the literature, there is no single definition for the term “tourism”. Thus, according to the Law, tourism is a temporary departure of a person from the place of residence for health, cognitive, professional, business or other purposes without having to carry out paid activities in the place where the person leaves.

In our opinion, the most complete definition is given by the Ukrainian scientist Kifiak V. F: “Tourism is a type of economic activity aimed at satisfying the needs of consumers who are temporarily out of place of permanent residence for a certain purpose during their free time” (Kifyak, 2015). After all, among a sufficiently large number of scientists, only Kifiak defines tourism as a type of economic activity, which, in turn, understands the fact of making a profit during a tourist trip.

Tourist business as a component of the economic complex of the country is characterized by certain properties and functions (Fig. 1).

- Has its own manufacturing industry and services to tourists
- Forms a market of tourist services of various levels
- Creates tourist services, forms tourist products and carries out their realization
- Is an area where jobs are cheaply created and a high level of efficiency and rapid return on investment are provided
- Has an advantage in the integration and globalization processes taking place in the world
- Acts as a multiplier for the growth of national income, GDP and GNP, employment, local infrastructure development and population living standards

Fig. 1 Properties and functions of the tourist business

Source: compiled by the author according to the source (Dadechko 2007)

Ukraine has a significant tourist potential and has all the prerequisites for the development of domestic, inbound and outbound tourism, namely: unique natural resources, a favorable climate, a unique complex of historical-cultural and architectural monuments, recreational facilities.

Today, tourism is a highly profitable industry. According to the State fiscal service of Ukraine, the amount of income from the tourist tax payment in 2018 amounted to 90.7 million UAH, which is 29.2% more than in 2017. At the same time, in 2017, compared to 2016, the increase in tourist fees was 30%.

The dynamics of tourist flows of Ukraine from 2009-2018 is shown in Table 1.

Table 1

Dynamics of tourist flows of Ukraine from 2009-2018

Year	The number of citizens of Ukraine who traveled abroad - total[2]	Number of foreign visitors who visited Ukraine – total [2]	Number of tourists served by tour operators and travel agents – total[3]	including		
				foreign tourists	tourists-citizens of Ukraine who traveled abroad	domestic tourists
2009	15333949	20798342	2290097	282287	913640	1094170
2010	17180034	21203327	2280757	335835	1295623	649299
2011	19773143	21415296	2199977	234271	1250068	715638
2012	21432836	23012823	3000696	270064	1956662	773970
2013	23761287	24671227	3454316	232311	2519390	702615
2014[1]	22437671	12711507	2425089	17070	2085273	322746
2015[1]	23141646	12428286	2019576	15159	1647390	357027
2016[1]	24668233	13333096	2549606	35071	2060974	453561
2017[1]	26437413	14229642	2806426	39605	2289854	476967
2018[1]	27815678	14207134	3219849	34768	2767859	489543

[1] Not including the temporarily occupied territory of the Autonomous Republic of Crimea, Sevastopol and temporarily occupied territories in the Donetsk and Luhansk oblasts.

[2] Including one-day visitors (according to the Administration of the State Border Guard Service of Ukraine).

[3] 2000-2010 according to the data of the Ministry of Infrastructure of Ukraine, starting from 2011 according to the State Statistics Service.

It is clear from the table that in 2011 the number of tourists increased by 2.9% compared with 2009. Foreign tourists in Ukraine are attracted by our national cuisine, historical and architectural heritage, world-famous monasteries, temples, theaters and museums. Thus, during 2011, Ukraine was visited by 21.4 million inbound (foreign) tourists, which is 1% or 212 thousand more than in 2010. First of all, foreign citizens visit Ukraine for private purposes. This segment occupies 89.6% of the total inflow of tourist traffic in 2011 and increased by 0.5% or 91.1 thousand people. The second place is a trip to organized tourism. During 2011, this segment grew by 11.7% or by 143 thousand people. And in the third place – trips for official purposes, which decreased by 7.1% or 49.6 thousand people compared to 2010 (UNWTO Tourizm Highlights). In 2012, during the Euro-2012, Ukraine's entry into Ukraine of foreign tourists increased to 23012823 people. In 2014, the tourist flow of Ukraine has fallen by 20%. According to the State Statistics Service, the number of clients of travel companies during this period decreased to 2.4 million. In 2013, more than 3 million

Proskurnia, O., Popov, M., Vereshak, V. and Nosyriev, O. (2019). "Prospects for the development of tourist business in Ukraine", Management and entrepreneurship: trends of development, 2 (08), pp. 35-46. doi: https://doi.org/10.26661/2522-1566/2019-2/08-03

Ukrainians used the services of tourism professionals. Market participants sold tickets in the year of 2014 for UAH 10.7 billion, although for the year the number of tickets purchased by Ukrainians fell by 50% (from 1.35 million in 2013 to 884 thousand in 2014), their cost increased by 15% (from UAH 9.33 billion in 2013). The main reason was the devaluation of the hryvnia, since the bulk of the costs incurred by the tourism market participants are in foreign currency. In 2014, the most significant part of the domestic organized tourism sector: the number purchased in travel companies vacation packages in Ukraine fell in the year by 45% - from 537 thousand to 322 thousand people. The number of Ukrainians who rested in the country's resorts increased by 30-45% (DELO.ua, 2017).

According to the Administration of the State Border Guard Service in 2016, 13.6 million foreigners entered Ukraine, which is 5.6% more than in 2015.

If you look at the period from 2015 to 2018 in more detail, then you should note the tendency to increase, although by 2018 the figure of inbound tourism remained at the level of 2017 (Fig. 2).

It should be noted that our country objectively has all the prerequisites for the intensive development of domestic and foreign tourism: the features of geographical location and relief, favorable climate, the value of natural, historical-cultural and tourist-recreational potential.

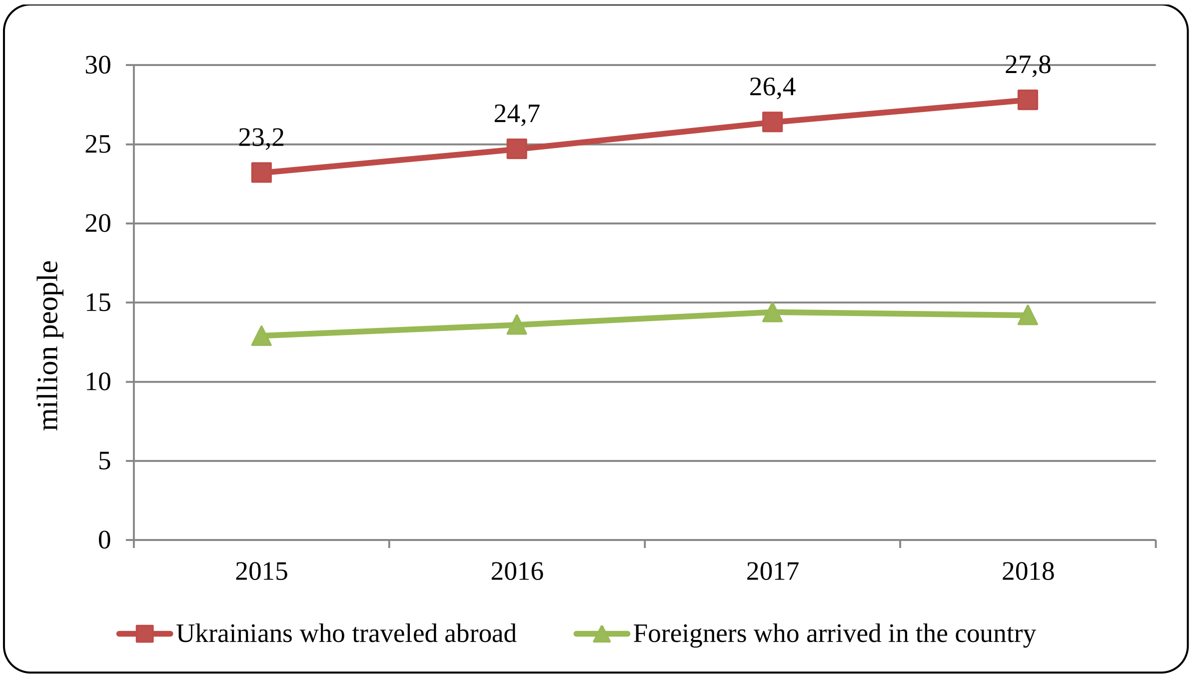

Fig. 2 Entry of foreigners to Ukraine, and the departure of Ukrainians abroad (2015-2018 years)

Source: compiled by the author according to the source (Ministry of Economic Development and Trade of Ukraine, 2018).

Against the backdrop of world tourism, which is gaining strength at a fantastically fast pace, Ukraine looks rather modest. Today Ukrainian citizens are original investors of foreign countries. The tourist business, according to experts' calculations, could only bring in the state treasury up to $ 4 billion annually in taxes only (Krivoruchko, 2007). At present, the main tourist destinations of Ukraine are the Black Sea and Azov seas, the Carpathian Mountains, the cities of Kyiv, L'viv and Odessa (Ishchenko, 2016). There are a lot of beach resorts in Ukraine. Despite the loss of the Crimea, Ukraine has popular beach resorts on the Black Sea coast - Koblevo and Zatoka. Gulf in the Odessa region, has a reputation as the most noisy and youthful resort in Ukraine. The complete opposite of the Gulf is a quiet resort in Sergievka, where there are balneological sanatoria. Also, sea resorts are also in other settlements of the Odessa region - in Primorsk, Lebedivtsi, Carolino Bugazi, Gribivtsi and even in the industrial city of Yuzhne. The main tourist destinations for winter recreation in Ukraine are the resorts of Ivano-Frankivsk, L'viv and Zakarpattia oblasts.

Tourists are attracted by scenic views of the Carpathians, crystal clear air, ski slopes. The popular ski resort Bukovel, famous for its modern infrastructure and its ski slopes. In Yaremche there are sanatoriums, developed infrastructure.

Slavskoe ski resort in the L'viv region is quite popular. There is a mass of ski slopes of different heights, lengths and reliefs. Slavske is considered to be the most visited winter resort in Ukraine, where they go skiing from all over the country. In recent years, Ukraine has opened ski resorts with artificial ski slopes in areas where there are no mountains. For treatment and rest in sanatoria of Ukraine go to Truskavets, Morshyn, Skhidnitsy and resorts of Carpathians. The trend of recent years has green tourism and agrarian tourism.

Residents of big cities go to the countryside, where they can not only breathe fresh air, but also live in rural life, get acquainted with traditions and culture, folk crafts and crafts of original regions of Ukraine.

After analyzing all of the above, we can say that Ukraine has a fairly large potential for tourism development, and the all-season tourism industry opens up great opportunities for profits.

But at the same time, there are many problems that hamper the development of tourism business in Ukraine. Tourist infrastructure is one such problem. Today in Ukraine there are more than 4,5 thousand establishments of tourist and vacation accommodation for 620 thousand places, but they require radical changes, as they do not correspond to international standards at all. Ensuring proper condition also requires recreation zones, cultural and architectural monuments of Ukraine.

In addition, the low level of service of tourists, the imperfection of the legislative framework and legal regulation, the difficult political situation, military actions on the territory of the eastern regions of the state, as well as high crime rates, especially in tourist regions of the country, also have a negative impact on the tourist attractiveness of Ukraine.

According to the World Tourism Organization, more than 800 million people travel annually. It is noteworthy that tourism in more than 40 countries of the world is the main source of national budget revenues.

For example, in Spain, the share of profits from foreign tourism in the total amount of revenues from exports of goods and services is 35%, in Cyprus and Panama – more than 50%, in Haiti - more than 70% (Orlova 2012).

According to the State Statistics Committee, in 2018 tourism services were offered by more than 3,500 companies. In total, almost 1.6 million trips worth over UAH 27 billion were sold. Turkey and Egypt are the most affected by the growth of the market - the most demanded destinations for Ukrainian tourists.

In summer, 60% Ukrainian travelers go to Turkey, and with the advent of winter – about 80% buy tours to Egypt. According to experts' forecasts, in 2019 the tourist flow should increase by 50% due to the increase of volumes in all mass directions. One of the favorable conditions for the development of tourism in Ukraine was the adoption of visa-free travel with EU countries. This considerably reduced the cost of vacation abroad, since previously the visa cost to the tourist at 40-60 euros, and for the family – 130-180 euros.

On trips in 2019 will have a global interest in social and political issues. For example, to human rights and equality in the workplace. Before deciding where to go, tourists will study the socio-political atmosphere in a potential place of relaxation in more detail. More than half of tourists from all over the world (53%) say that in the new year they plan to make short trips more often: for weekends and others.

Obviously, travelers will be more closely suited to constructing routes for their trips on a "less, but better" basis. In Ukraine, short-term trips on weekends will be facilitated by the noticeable development of low-tasters. It is predicted that 2019 should be a turning point in the field of travel. Technological innovation, communication between people around the world, growing demand for new experiences prepare us for fundamentally new projects (Mandria.ua, 2018).

Ukraine is extremely rich in natural resort resources, therefore, in recent years, European tour operators have become interested in our sanitary and resorts base, but the availability of natural resources is not enough to attract the attention of foreign and domestic tourists. It is necessary to attract investments for reconstruction of existing and construction of new infrastructure: medical centers, sanatoriums, rehabilitation clinics. Along with this, an increase in the qualification level of personnel and equipment with modern equipment is required.

Despite the existing difficulties, the situation in Ukrainian tourism is changing for the better. The development strategy of tourism and resorts of Ukraine for the period up to 2022 is aimed at solving the problems of complex development of tourism, hotel industry, resorts, sanatorium and spa services, support for the creation and modernization of tourist infrastructure, the provision of proper quality of tourist and resort services, the effective use of the visible tourist the potential.

To formulate a strategy for the development of tourist regions it is necessary to concentrate on developing the following points:

- conservation of tourist resources;
- improvement of the regulatory framework;
- creation of economic conditions for the promotion of tourism development;
- granting of privileges for the organization of tourist work;
- attraction of investments in development of tourism industry; promotion of competition;
- security of tourists;
- participation in international tourism development programs.

In order to encourage foreign investors to expedite the investment of capital in the economy of Ukraine, it is necessary with the help of active marketing activities, it is necessary to inform foreign tourists about the availability of recreation. Priority target markets for attracting foreign tourists can be China, Qatar, UAE, Saudi Arabia, Kuwait, etc. In order to make the tourist business in Ukraine more attractive, it is necessary to provide state tax privileges for owners of objects of tourist infrastructure.

So, in many developed European countries there are reduced VAT rates just for this business. The investment attractiveness of Ukrainian objects will increase significantly if the VAT rate is about 5-10%. Such a change in tax legislation will not lead to a loss to the budget, but to its filling at the expense of attracting funds from investors (Kravtsova, 2016). Also, in order to obtain information about the most popular among tourists of the country, region, region, it is necessary to conduct continuous monitoring of tourist flows.

CONCLUSION

Today the tourism business is one of the most significant sectors of the world economy. But at the present time, Ukraine has a number of problems that hinder the full use of tourism resources. The main problems that need to be solved are: improving legislation, updating the infrastructure, improving the qualification of existing personnel and training new staff, solving transport problems and overcoming the political crisis, which will allow the Ukrainian tourist market to move to a new, higher degree.

Analyzing the prospects for the development of the tourism industry in Ukraine, it should be emphasized that modern tourism is the sphere of economy and life of society as a whole, which in one or another degree integrates practically all branches. The production apparatus of the entire tourist business must produce only a set of services that is in demand by the consumer, and this range of services can be portrayed as a chain of services. Service chains from the consumer point of view, divide the full service into separate parts-elements and partial processes. The consumer attributes the service and its quality to the region as a whole. Thus, regions, through all elements of the service chain, must strive for long-term development and meet the specific needs of tourists.

The travel business is moving forward. It is precisely from what way the development of the tourism industry will go today, the economic growth of tourist facilities, tourist regions, and the development of industries that co-exist together or depend on the tourism business depends.

It should be noted that the need to involve more youth startups that need to be established for a long time and with great potential in the tourism market. Should involve professionals of various fields (IT technology, tourism, marketing, systems and risk management ...)

REFERENCES

Arbuzova ,Y.V. and Yakovenko, V.D (2013). "Perspective directions of development of green tourism in Ukraine" , *Information technologies in education, science and production*, issue 3 (4), pp.120-128, (in Ukrainian).

Dadechko, L.P. The economy of the tourist business, [Online], (in Ukrainian), available at: http://tourlib.net/books_ukr/dyadechko13.htm (Accessed 12 May 2019).

DELO. UA (2017). "Foreigners began to visit Ukraine more often for tourism", [Online], (in Russian), available at: https://delo.ua/ukraine/kolichestvo-inostrannyh-turistov-v-ukraine-vyroslo-na-9-za-god-334468 (Accessed 20 May 2019).

Gorin, G.V. (2014). "Systematization of methodological approaches to the definition of the essence of the concept of "recreational and tourist potential of the region", *Regional economy*, no.2, pp.187-199, (in Ukrainian).

Information on financial and economic indicators of tourism and resorts (2016-2018). Ministry of Economic Development and Trade of Ukraine, official site, [Online], (in Ukrainian), available at: http://www.me.gov.ua/Documents/List?lang=en-UA&id=be44a1a7-69b3-4a77-a86a-447499abcdd6&tag=Analitika&isSpecial=true (Accessed 12 May 2019).

Ishchenko, Ya. (2016). "Tourism in Ukraine: the patient is more dead than he is alive?", [Online], (in Russian), available at: http://vnews.agency/exclusive/33041-turizm-v-ukraine-pacient-skoree-mertv-chem-zhiv.html (Accessed 22 May 2019).

Kifyak, V.F. (2003). *Orhanizatsiia turystychnoi diial'nosti v Ukraini* [Organization of tourism activity in Ukraine], Chernivtsi: Books XXI, 300 p., (in Ukrainian).

Kifyak, V.F. (2015). "Development of tourism as one of the scenarios for improving the socio-economic status of the Chernivtsi region", *Tourism*, issue II (58), pp. 67-81, (in Ukrainian).

Kravtsova, A.V. (2016). "Model of public-private partnership in the sphere of Ukrainian tourism", *Scientific Bulletin of the Poltava University of Economics and Trade* (*Economic Sciences*), no. 1 (72), pp. 70-76, (in Ukrainian).

Krivoruchko, P. (2007). "Modern problems of tourism in Ukraine", Materials of the conference "Scientific industry of the European continent-2007", [Online], (in Russian), available at: http://tourlib.net/statti_tourism/krivoruchko.htm (Accessed 20 May 2019).

Mandria. Ua (2018). "Tourism in 2019: what changes to expect?", [Online], (in Ukrainian), available at: https://www.mandria.ua/all/44633 (Accessed 23 May 2019).

Martynenko, M. (2017). "Travel Business in Ukraine – Problems and Prospects", Business Arena [Online], (in Ukrainian), available at: https://eopac.org.ua/turystychnyj-biznes-v-ukrayini-problemy-ta-perspektyvy (Accessed 12 May 2019).

Ministry of Economic Development and Trade of Ukraine (2018), "Information on visiting Ukraine by foreign tourists and departure of Ukrainian citizens abroad", [Online], (in Ukrainian), available at: http://www.me.gov.ua/Documents/List?lang=en-UA&id=be44a1a7-69b3-4a77-a86a-447499abcdd6&tag=Analitika&isSpecial=true (Accessed 20 May 2019).

Proskurnia, O., Popov, M., Vereshak, V. and Nosyriev, O. (2019). "Prospects for the development of tourist business in Ukraine", Management and entrepreneurship: trends of development, 2 (08), pp. 35-46. doi: https://doi.org/10.26661/2522-1566/2019-2/08-03

Onisko, M.B. (2012). "International tourism: world trends and Ukrainian realities", [Online], (in Ukrainian), available at: http://sd.net.ua/2012/05/24/turizm-ukraine-mir.html (Accessed 19 May 2019).

Orlova, V.V. (2012). "Features of development of forecasts of tourism industry development?", *Aktual'ni problemy rozvytku ekonomiky rehionu* [Online], vol.8 (1), (in Ukrainian), available at: http://tourlib.net/statti_ukr/orlova2.htm (Accessed 23 May 2019).

The Law of Ukraine "On Tourism", [Online], (in Ukrainian), available at: http://zakon2.rada.gov.ua/laws/show/324/95-av (Accessed 11 May 2019).

Tourist streams. State Statistics Service of Ukraine (2017). [Online], (in Ukrainian), available at: http://www.ukrstat.gov.ua/operativ/operativ2007/tyr/tyr_u/potoki2006_u.htm (Accessed 12 May 2019).

Trohymets, O.I. (2012). "Development of tourism in Ukraine and its strategic importance for the national economy", *State and Regions*, No. 3, pp.62-67, (in Ukrainian).

UNWTO Tourizm Highlights, [Online], available at: www.unwto.org (Accessed 13 May 2019).

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

Арбузова Ю.В., Яковенко В.Д. Перспективні напрями розвитку зеленого туризму в Україні. *Інформаційні технології в освіті, науці та виробництві*. 2013. Вип.3(4). С.120-128.

Горин Г.В. Систематизація методологічних підходів до визначення сутності поняття «рекреаційно-туристичний потенціал регіону». *Регіональна економіка*. 2014. №2. С.187-199.

Дядечко Л. П. Економіка туристичного бізнесу. URL: http://tourlib.net/books_ukr/dyadechko13.htm. (дата звернення: 12.05.2019).

DELO. UA Иностранцы стали чаще посещать Украину в целях туризма. 2017. URL: https://delo.ua/ukraine/kolichestvo-inostrannyh-turistov-v-ukraine-vyroslo-na-9-za-god-334468 (дата звернення: 20.05.2019).

Ищенко, Я. Туризм в Украине: пациент скорее мертв, чем жив? 2016. URL: http://vnews.agency/exclusive/33041-turizm-v-ukraine-pacient-skoree-mertv-chem-zhiv.html. (дата звернення: 22.05.2019).

Інформація щодо відвідування України іноземними туристами та виїзду громадян України за кордон (2015-2018 роки): Міністерство економічного розвитку і торгівлі України. URL: http://www.me.gov.ua/Documents/List?lang=uk-UA&id=be44a1a7-69b3-4a77-a86a-447499abcdd6&tag=Analitika&isSpecial=true (дата звернення: 20.05.2019).

Інформація щодо фінансово-економічних показників сфери туризму та курортів (2016-2018 роки): Міністерство економічного розвитку і торгівлі України, офіційний сайт. URL: http://www.me.gov.ua/Documents/List?lang=uk-UA&id=be44a1a7-69b3-4a77-a86a-447499abcdd6&tag=Analitika&isSpecial=true (дата звернення: 12.05.2019).

Кифяк В.Ф. Організація туристичної діяльності в Україні: навч. посіб. Чернівці: Книги-XXI, 2003. 300 с.

Кифяк В.Ф. Розвиток туризму, як один зі сценаріїв покращення соціально-економічного стану чернівецької області. *Туризм.* Випуск II (58). 2015. С. 67-81.

Кравцова А. В. Модель державно-приватного партнерства в сфері українського туризму. *Науковий вісник Полтавського університету економіки і торгівлі (серія «Економічні науки»)*. 2016. № 1 (72). С. 70–76.

Криворучко П. Современные проблемы туризма в Украине. *Научная индустрия европейского континента-2007*: материалы конференции URL: http://tourlib.net/statti_tourism/krivoruchko.htm. (дата звернення: 20.05.2019).

Мартиненко М. Туристичний бізнес в Україні – проблеми та перспективи. 2017. *Бізнес Арена.* URL: https://eopac.org.ua/turystychnyj-biznes-v-ukrayini-problemy-ta-perspektyvy/ (дата звернення: 12.05.2019).
Онисько М.Б. Міжнародний туризм: світові тенденції та українські реалії. URL: http://sd.net.ua/2012/05/24/turizm-ukraine-mir.html (дата звернення: 19.05.2019).
Орлова В.В. Особливості розробки прогнозів розвитку туристичної галузі. *Актуальні проблеми розвитку економіки регіону. Науковий збірник*. Івано-Франківськ, 2012. Вип.8. Том 1. URL: http://tourlib.net/statti_ukr/orlova2.htm. (дата звернення: 23.05.2019).
Про туризм: Закон України від 15.09.1995 року № 324/95-ВР. *Відомості Верховної Ради України (ВВР),* 1995. № 31. ст.24. URL: http://zakon2.rada.gov.ua/laws/show/324/95-вр (дата звернення: 11.05.2019).
Трохимець О.І. Розвиток туризму в Україні та його стратегічне значення для національної економіки. *Держава та регіони.* 2012. №3. С.62-67.
Туризм в 2019 році: які зміни чекати? URL: https://www.mandria.ua/all/44633 (дата звернення: 23.05.2019).
Туристичні потоки: Державна служба статистики України. 2017. URL: http://www.ukrstat.gov.ua/operativ/operativ2007/tyr/tyr_u/potoki2006_u.htm (дата звернення: 12.05.2019).
UNWTO Tourizm Highlights. URL: www.unwto.org.(дата звернення: 13.05.2019).

ПЕРСПЕКТИВИ РОЗВИТКУ ТУРИСТИЧНОГО БІЗНЕСУ В УКРАЇНІ

ПРОСКУРНЯ ОЛЕНА МИХАЙЛІВНА, *кандидат технічних наук, доцент, доцент кафедри менеджменту інноваційного підприємництва та міжнародних економічних відносин, Національний технічний університет «Харківський політехнічний інститут», м. Харків*
ПОПОВ МИКОЛА ОЛЕКСІЙОВИЧ, *кандидат економічних наук, старший викладач кафедри менеджменту інноваційного підприємництва та міжнародних економічних відносин, НТУ «ХПІ», м. Харків*
ВЕРЕЩАК ВІТА ОЛЕКСАНДРІВНА, *магістр кафедри менеджменту інноваційного підприємництва та міжнародних економічних відносин, Національний технічний університет «Харківський політехнічний інститут», м. Харків*
НОСИРЄВ ОЛЕКСАНДР ОЛЕКСАНДРОВИЧ, *кандидат географічних наук, доцент, доцент кафедри міжнародного бізнесу та фінансів, Національний технічний університет «Харківський політехнічний інститут», м. Харків*

Актуальність проведення аналізу туристичного бізнесу в нашій країні, як ключового елементу системи послуг обумовлена тим, що це може допомогти сформувати позитивний образ території або її імідж, бренд, ступінь розвитку інфраструктури, транспорту, сфери послуг, наявність рекреаційних ресурсів, екологічна складова території, а також її загальна інвестиційна привабливість. На формування позитивного іміджу території більше впливають загальний стан економічного розвитку інфраструктури туристичних послуг. Наша країна може бути більш цікавою, ніж країни пляжного відпочинку, які орієнтовані на туризм як один з головних джерел доходів бюджету, такі як Туніс, Єгипет, Туреччина, Кіпр, Домініканська Республіка. Без доходів, які дає розвинена економіка, не можна досягти масового туризму, а, отже, і немає предмета управління. На відміну від туристських місць широкого профілю відвідування туристських місць вузького профілю є самоціллю. Сюди входять зони з різними туристичними визначними пам'ятками, що в кінцевому підсумку і приваблює туристів в той чи інший регіон. Аналіз перспектив розвитку туристичних послуг в Україні дозволяє представити туристичний регіон як свого роду систему, набір пов'язаних

між собою елементів: економіки, попиту туристичного ринку, інфраструктури, розвитку суспільства, природних об'єктів, туристичної привабливості, розвинутої промисловості, політики.

Метою є дослідження стану туристичного бізнесу України, визначення проблем та перспектив розвитку туристичних послуг в нашій країні.

Матеріали та методи: аналіз, синтез, емпіричні методи, логічний метод, узагальнення.

Результати. Важливим етапом роботи було визначення переваг, недоліків, умов для успішного розвитку туристичного бізнесу.

Висновки. В ході дослідження проведено аналіз стану туристичного бізнесу України. Від того, яким шляхом сьогодні піде розвиток галузі туристичних послуг, залежить економічний підйом туристичних об'єктів, туристичних регіонів, та розвиток галузей, які співіснують разом або залежать від туристичного бізнеса.

Наукова значущість роботи полягає в тому, що на основі проведених досліджень можливо вдосконалювати інноваційні проекти розвитку туристичного бізнесу.

Цінність проведеного дослідження полягає в тому, що все більш потрібно залучати молодіжні стартапи, які повинні створюватися на тривалий термін і з великим потенціалом на туристичному ринку. Повинні залучатися професіонали різних галузей (ІТ-технології, туристичного бізнесу, маркетингу, системного та ризик менеджменту..)

Ключові слова: туристичний бізнес, стартапи, ефективність, зацікавленність, стратегії розвитку.

ПЕРСПЕКТИВЫ РАЗВИТИЯ ТУРИСТИЧЕСКОГО БИЗНЕСА В УКРАИНЕ

ПРОСКУРНЯ ЕЛЕНА МИХАЙЛОВНА, *кандидат технических наук, доцент, доцент кафедры менеджмента инновационного предпринимательства и международных экономических отношений, Национальный технический университет «Харьковский политехнический институт», г. Харьков*

ПОПОВ НИКОЛАЙ АЛЕКСЕЕВИЧ, *кандидат экономических наук, старший преподаватель кафедры менеджмента инновационного предпринимательства и международных экономических отношений, НТУ «ХПИ», г. Харьков*

ВЕРЕЩАК ВИТА АЛЕКСАНДРОВНА, *магистр кафедры менеджмента инновационного предпринимательства и международных экономических отношений, Национальный технический университет «Харьковский политехнический институт», г. Харьков*

НОСЫРЕВ АЛЕКСАНДР АЛЕКСАНДРОВИЧ, *кандидат географических наук, доцент, доцент кафедры международного бизнеса и финансов, Национальный технический университет «Харьковский политехнический институт», г. Харьков*

Актуальность проведения анализа туристического бизнеса в нашей стране, как ключевого элемента системы услуг обусловлена тем, что это может помочь сформировать положительный образ территории или ее имиджа, бренда, степень развития инфраструктуры, транспорта, сферы услуг, наличие рекреационных ресурсов, экологическая составляющая территории, а также ее общая инвестиционная привлекательность. На формирование положительного имиджа территории больше влияют общее состояние экономического развития инфраструктуры туристических услуг. Наша страна может быть более интересной, чем страны пляжного отдыха, которые ориентированы на туризм как один из главных источников доходов бюджета, такие как Тунис, Египет, Турция, Кипр, Доминиканская Республика. Без доходов, которые дает развитая экономика, нельзя достичь массового туризма, а, следовательно, и нет предмета управления. В отличие от туристских мест широкого профиля посещения туристских мест узкого профиля является самоцелью. Сюда входят зоны с различными туристическими достопримечательностями, что в конечном итоге и привлекает туристов в тот или иной регион. Анализ перспектив развития туристических услуг в Украине позволяет представить туристический регион как своего рода систему, набор связанных между собой элементов: экономики, спроса туристического рынка, инфраструктуры, развития общества, природных объектов, туристической привлекательности, развитой промышленности, политики.

Целью является исследование состояния туристического бизнеса Украины, определение проблем и перспектив развития туристических услуг в нашей стране.

Материалы и методы: анализ, синтез, эмпирические методы, логический метод, обобщение.

Результаты. Важным этапом работы было определение преимуществ, недостатков, условий для успешного развития туристического бизнеса.

Выводы. В ходе исследования проведен анализ состояния туристического бизнеса Украины. От того, каким путем сегодня пойдет развитие отрасли туристических услуг, зависит экономический подъем туристических объектов, туристических регионов, и развитие отраслей, сосуществуют вместе или зависят от туристического бизнеса.

Научная значимость работы заключается в том, что на основе проведенных исследований возможно совершенствовать инновационные проекты развития туристического бизнеса.

Ценность проведенного исследования заключается в том, что все более нужно привлекать молодежные стартапы, которые должны создаваться на длительный срок и с большим потенциалом на туристическом рынке. Должны привлекаться профессионалы различных отраслей (ИТ-технологии, туристического бизнеса, маркетинга, системного и риск менеджмента ...)

Ключевые слова: туристический бизнес, стартапы, эффективность, интерес, стратегии развития.

Shavkun, I. and Dybchinska, Ya. (2019). “Efficient manager: creative dimension”, *Management and entrepreneurship: trends of development*, 2 (08), pp. 47-59. doi: https://doi.org/10.26661/2522-1566/2019-2/08-04

MANAGEMENT

Received:
5 March, 2019
1st Revision:
28 March, 2019
Accepted:
2 April, 2019

UDC: 005. 95 – 051 : 316 .653

DOI https://doi.org/10.26661/2522-1566/2019-2/08-04

**Corresponding author email: shavkun@znu.edu.ua*

EFFICIENT MANAGER: CREATIVE DIMENSION

IRYNA SHAVKUN, *Doctor of Philosophy, Professor, Dean of the Faculty of Management, Zaporizhzhia National University, Zaporizhzhia, Ukraine, ORCID ID:* https://orcid.org/0000-0003-2227-9754

YANA DYBCHINSKA, *PhD in Philology, associate professor, Head of the Chair of Business Communication, Zaporizhzhia National University, Zaporizhzhia, Ukraine, ORCID ID:* https://orcid.org/0000-0002-0992-7326

Abstract. Creativity is a foundational aspect of human society. Management as specific sphere of human activity is sure to imply creativity on the one hand – to develop certain management decisions, on the other – to encourage personnel to the necessary in the top management’s opinion actions. Such involvement requires from the organization’s qualified management constant appeal to the creativity that may be considered intrinsic of each employee at least at the intuitive level. The **purpose** of this article is to analyze the problem of creative potential of the organization and identify the attributes of the creative manager. The specific paper **objectives** are: to review most important approaches to the conceptualization of the notion of creativity; to refine and extend the creative nature of management. To substantiate the theoretical positions and reasoning of the conclusions general scientific **methods** are used, including system, abstract-logical approach, as well as methods of formalization, analysis and synthesis of information, comparative analysis and expert assessments, graphical visualization of factual information. The study contributes to a broader understanding of the organizational creativity as the efficient management imperative. The **object** of the research is the creative attributes of efficient manager. The subject of the study is the organizational and economic relations arising in the process of managing intellectual and creative resources in business organizations. The studies focus on mapping the understandings of theoretical and conceptual aspects of creativity in management as conceived by various theorists and practitioners. Proceeding from the critical synthesis of the creative management discourses it is attempted to provide an outline of the attributes relevant in seeking the main competencies of the creative manager.The phenomenon problematizing makes it possible to identify the groups of competences of the creative manager as practical contribution.

Keywords: efficient management, creative manager, creativity, innovation, organization
JEL Classification: M12, M54, O15

INTRODUCTION

In almost any area of production, the winner is ultimately one who has the creative potential.

In the past managers had a strong desire for clear execution. A good leader was considered to be one who was able to execute orders of higher authorities or instructions, standards, consistent with accepted types of business behavior. Modern trends in the development of management give rise to new challenges for the manager. Increasing intensity of competition requires new marketing ideas, improving advertising, more active use of non-traditional BTL tools, mosquito and event marketing etc. It directly results in the use of non-standard creative ideas and solutions in business and management. In the field of management it has become traditional to use reengineering and controlling, involving a creative approach to solving traditional management problems through the use of information technologies to improve productivity, and the development of new methods of forecasting market situations necessary to adjust the strategy of companies. Currently, creativity is becoming a constant practice and the main source of the organization competitive advantage (Kruglov, 2004).

It should be emphasized that the creative potential of the organization is not just the sum of the creativity of the individual employees. Among its constituent parts there are also the cumulative creativity of a team or group and creativity arising out of organization different structural components (Blomberg, 2016). To manage the organization creative potential means its regular analyzing, planning activities for the implementation and development of this potential, appropriate monitoring and evaluation of the company's creative potential efficiency.

Today, the concept of a creative manager or a manager of a research and strategic type is born. This need is realized in the most diverse forms: organization management, methodology development, management decisions, restructuring of firms, human capital formation, etc. But one of the implications of this need is the emergence of managers who could be called creative managers (Pronina, 2018; Florida, 2014). Their peculiarity is the increased attention to the research approach in the assessment of external and internal situations, in the development of strategic management decisions in conditions of uncertainty and competition. While the classic manager acts as a supervisor, officer, follower, or account supervisor, creative manager today plays the role of coach, team leader, coordinator, assistant or a visionary. Hence it is essential to highlight and substantiate the most significant attributes of the creative manager.

LITERATURE REVIEW

To begin with, the objectives of this study require the conceptualization of the notion of “creativity” and its derivatives.

According to Merriam-Webster's Learner's Dictionary “creativity” means: 1) the skill and imagination to create new things (synonyms: cleverness, creativeness, imagination, imaginativeness, ingeniousness, ingenuity, innovativeness, invention, inventiveness, originality); 2) the ability to form mental images of things that either are not physically present or have never been conceived or created by others (synonyms: contrivance, fancy, fantasy or phantasy, ideation, imagination, imaginativeness, invention, inventiveness, originality).

Creativity is a process that can be observed only at the intersection where individuals (genetic makeup, talents, experience), social system (community of practice), and cultural system (knowledge, tools, values, practices). For creativity to occur, a set of rules and practices must be transmitted from the cultural system to the individual. The individual must then produce a novel variation in the content of the domain. The variation then must be selected by the social system for inclusion in the domain (Henry, 2006).

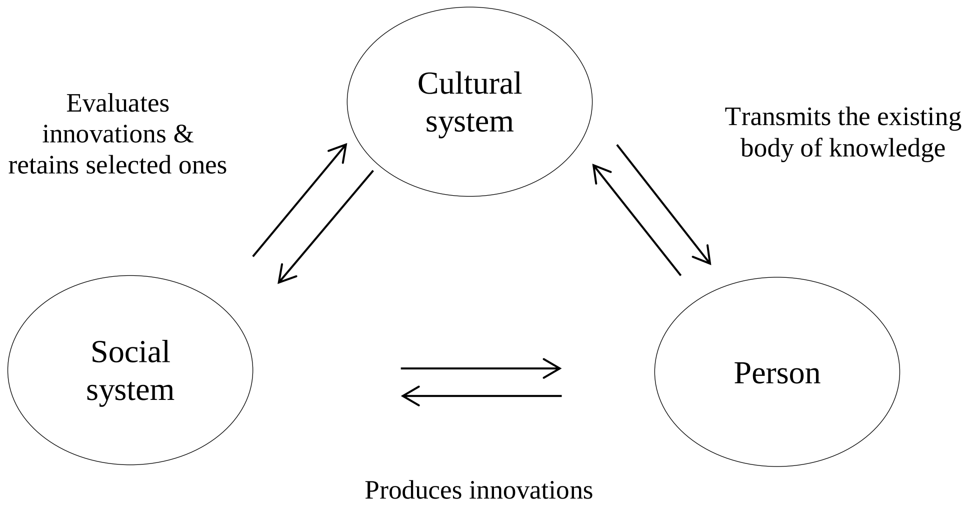

Figure 1. A systems model of creativity

Creativity as a concept has many meanings: ‘newness,’ ‘originality,’ ‘uniqueness,’ and ‘difference’. Creativity can, for instance, be defined as a creative use of existing knowledge (Henard and McFadyen, 2008) or a as a new combination of existing ideas (Furr, Dyer and Christensen, 2014), as a capability to see associations between seemingly nonrelated things (Fong, 2006) or as an ability to create new combinations between fields of knowledge (Mahmoud-Jouini and Charue-Duboc, 2008) Creativity may be defined as ‘the formation of novel, appropriate and useful ideas by individuals or small groups’ (DiLileo and Houghton, 2006). Creativity at organizational level may be defined as the creation of a valuable, useful new product, service, idea, procedure, or process by individuals working together in a complex social system (Pinkun, 2016).

Typologically there can be distinguished two groups of approaches to the analysis of the phenomena.

The first is focused on the search for sources, on the process and includes: the psychoanalytic approach (creativity is the result of intrapersonal conflicts); the humanistic approach (creativity is the realization of creative potential in the conditions of internal and external obstacles elimination); the psychometric approach (the individual creative potential is formed genetically and can be determined by tests).

The second group roots in associationism as the idea that mental processes operate by the association of one mental state with its successor states. Exploring the emergence of new ideas and the development of the people and situations that bring them to fruition, “associationists” stick to understand human creativity as a result of the ability to find remote associations while searching for the problem solution (Mescon, Albert and Khedouri, 2015).

With this in mind, the concept of “creativity” can be interpreted as both a process leading to the creation of something new and person’s potential (internal resource). Otherwise speaking, creativity can be tackled as the ability of a person to abandon stereotypes of thinking while identifying new ways of solving problems by means of transforming information from the subconscious into the sphere of consciousness. In contrast to logical thinking, which is a link in one chain and gives a mathematically verified solution, creative thinking is thinking with a shifted focus that can admit both chaos and intuition as well as sudden insights. Herewith, the mentioned processes remain controlled (Goodman and Dingli, 2017; Gillian, 1997).

Thus, creativity ceases to be a concept characteristic only of the artist or writer. It penetrates into all spheres of our life, acquiring new applications.

Management as science, that emerged on the basis of practical management experience, is based on the entire amount of knowledge about management accumulated by mankind and encompasses concepts, theories, principles, methods and forms of management. The main objectives of management as science are the following: to conceptualize the nature of managerial work; to clarify the cause-and-effect relations in this area; to identify factors and conditions of efficient joint work; to develop the methods of effective operational management; prognosticate events and elaborate methods of the organization strategic management and policy.

Modern management exploration puts special emphasis on the transformation of management into science. However, on the way to this goal there occur disputes between scientists and practitioners, between heuristics and analytics about the possibility to achieve it with regard to the following assumptions:

- organization is a complicated social and technical system;
- human resources are the main factor in the effectiveness of its functioning;
- practical management can be mastered only through experience, perfectly acquired by people with appropriate talent;
- decision-making commonly takes place in conditions of insufficient information;
- while implementing decisions the manager is not guaranteed from errors incorporating possible future risks.

In other words, the main reasoning of skeptics is reduced to the statement that multiple environmental factors that affect the organization management makes it impossible to correctly identify all the relations between the environment and the organization. Management by definition assumes the need to develop an adequate assessment of the approach to long-term goals after implementing operational decisions by the manager. Such an assessment can be made in different ways in the field of the continuum, that is limited to two alternative approaches: analytical and intuitive (Mescon, Albert and Khedouri, 2015).

Here it is appropriate to refer to the works of the founders of scientific management. So F. Taylor said about the “constructive imagination which enables a man to use the new facts that are stored in his mind in getting around the obstacles oppose him and in building up something useful in spite of them” (Taylor, 1919). Regarding management as “the art of administration” Henri Fayol, another father of scientific management, alongside with his 14 general principles defined five functions of management that are still seen as relevant to organizations today. These five functions focus on the relationship between personnel and its management and they provide points of reference so that problems can be solved in a creative manner. According to Henri Fayol the function of planning consists in the ability of looking ahead. Drawing up a good plan of action is the hardest of the five functions of management because this requires an active participation of the entire organization. With respect to time and implementation, planning must be linked to and coordinated on different levels. Planning must take the organization’s available resources and flexibility of personnel into consideration as this will guarantee continuity. Fayol was convinced that “to manage is to foresee” (Fayol, 1949).

Thus alongside with other most important determinants of managerial competences there is to be found the ability to trust your intuition as well as the courage to make decisions in different conditions of any complexity. Both innate and acquired qualities are viewed basic for the art of management. In particular, it is talent, intuition, imagination, creativity, willingness to accept the new. The art of management consists in creative use of the accumulated experience and acquired knowledge in practice.

While developing management decisions it is advisable to resort to the concept of “creative” and “heuristic” management. The first implies management activity based on moving (“drifting”) criteria of goal-setting. While heuristic (from the Greek heuristro – “I find, open”) provides for the management of the individual, self management. Creative management is effective when the created intellectual product becomes the result of the collective activity. Heuristic management proceeds from individual goal-setting and means to manage the activity of the individual as a participant of the intellectual product creation (Kirsanov, 2011).

The above mentioned definition of heuristic management may be found somehow controversial. Different types of management decisions – standard (typical), creative, heuristic – develop respectively three types of thinking – convergent, divergent and lateral. Therefore, heuristic solutions are solutions based on lateral thinking that tries to algorithmize the creative process. Considering heuristics as a science of discovery actually involves algorithmization of the creative process. This interpretation of heuristic solutions is seen as most correct since creative activity characterizes not only collective, but also individual work. Accordingly heuristic activity is an activity of both within the team and individual.

Creative management primarily means managing innovations. The latter implies ideas, methods and inventions that are used to improve current activities or introduce a new idea or method. While in most cases creativity is identified with the generation of ideas, innovation implies the transformation of ideas into new products and services that realize the results of creativity. Innovation suggests purposeful change, an attitude that reflects the ability to imagine something that doesn't exist, or a process that starts with an idea and ends with an implementation. In fact, these two concepts overlap. Innovations have become increasingly important to corporations over the past decade, given business changes such as increased technological capacity and its rapid expansion.

The overall innovation process includes the stages of product development, service, result, technology and their commercialization. Accordingly, creative management is the study and practice of management, based on the theories of creative processes and their application at the individual, group, organizational and cultural level (Dawson and Andriopoulos, 2017).

Creative management is closely connected with the development of such areas as human resource management, strategic management, innovation management, self management, organizational culture, marketing. The concept of the management of the organization creative potential is based on the general theory of management and focuses the attention of managing subjects on a number of tasks. Among them it is worth mentioning: using the employees’ creative potential, developing and managing their decision-making, improving their skills, implementing modern methods of creative thinking in the management process, providing creative atmosphere in the team, developing the process of self-realization and self-improvement of staff.

The creative potential of the organization is understood as its ability to make and implement creative management decisions that contribute to achieving organization’s goals and forming unique competitive advantages by means of using both available and attracted resources. It should be emphasized that the creative potential of the organization is not a mere sum of the creative potential of its employees. It is characterized by a synergetic effect from the realization of the creative potential of employees and the use of organizational and economic mechanism to develop this potential (McGuinness, 2008). The creative potential of managing the organization requires its regular analysis, planning of activities for the implementation and development of this potential, appropriate monitoring and evaluation of its use effectiveness.

PAPER OBJECTIVE

The purpose of this article is to analyze the problem of creative potential of the organization and identify the competences of the creative manager. The specific paper objectives are: to review most important approaches to the conceptualization of the notion of creativity; to refine and extend the creative nature of management.

RESULT AND DISCUSSION

The most important event of the late XXth century was the formation of the foundations of post-industrial society. This process involves first subtle, and then more active and clear departure from the traditional hierarchical organization in the direction of economic motivation of human activity.

At the time when the corporation modernization became an integral part of most global changes in the social environment as a whole, the corporation became “sociologized” (“sociologizing mode”) by definition. A modern corporation is more than a set of processes, products and services, and even more than an association of working people. It is primarily a human community. Like all communities, it develops specific forms of culture – the so-called “corporate culture”. Main changes in the structure and form of the corporation occurred as a result of considering the internal rather than external aspects of the company's activities - the employees’ needs and dignity rather than the consumers’ priorities. Today when the information revolution generates new products faster than it is necessary for the society to realize their need, the key to succeed in the competition is not to follow the demand but to form it. Thus, it becomes urgent to mobilize the creative potential of the company's employees to ensure its market prosperity.

Growing competition, revolutionary changes in technologies force companies to develop unconventional approaches, to look for fundamentally new solutions of traditional problems. For example reducing the volume of routine labor through the delegation of part of the managerial work to computers, machines and automata frees up time for the staff, including management, to devote to creative activities. The possibility of free creative self-realization is no less valuable than the level of remuneration.

In vertically integrated companies with a complex organizational structure professional managers have to rely on intuition due to the risks because of insufficient information for rational decisions approval. Therefore, to develop creative decision- making methodology is one of the urgent tasks of management. Such solutions provide organizations with unique competitive advantages, improvement of marketing activities, advertising, “public relations”, expansion of markets.

Nowadays management theory is increasingly tackling the problem of manager’s creative potential optimal use in the organization. In the conditions of industrial society creativity was not a significant factor of production. But it was important to increase the quantity but not the quality of goods consumed. Consequently, primitive and limited forms of creative activity beyond production entailed almost reduction of any individuality in the workplace. This fully met the requirement to ensure the growth of produced goods by means of taylorizm and conveyor system and was put an end to by the economic crisis of the late 1920s.

Decentralization and demassification of production in the second half of the last century due to new technologies rapid expansion caused decentralization and de-hierarchization of the management system. The shift of responsibility to the grass-roots level of management resulted in increasing decision-making freedom for staff that in turn led to their creativity growth. This process can be defined as “the revolution of participation”, that occurs place first at the factory level, but is able to “spread to organizations of all types” (Bell and Krystol, 1981).

Along with art, science and other spheres of human activity, creativity increasingly penetrates into the sphere of management. Taking into account the fact that creative thinking of a person is a cultural and civilizational phenomenon, historically there were two approaches in its study. The first approach was aimed at rationalizing the operation procedures with the object (reflections on being, on the object and its forms). The second one envisaged the analysis of thinking as activity, ability, state of the subject (reflections on being, on the subject and subjectivity). These two approaches are to be found in such dichotomies of creativity as logic and intuition, a systematic search and insight, the algorithmical and the heuristic in the creative process, reflexibility and unconsciousness in creative acts, formalizability and nonformalizability of creativity etc.

It is worth emphasizing that in Western European cultural tradition preference was given to the tendency to consider creativity from the standpoint of the first approach. As a result, there occurred a paradox. Unlike other types of the objectified knowledge rational knowledge about creativity could not find application, because it did not transform into technology (just as knowledge about natural processes transformed into production technologies), that would allow a person to strengthen own creative abilities. The study of logics did not guarantee any enhancement of logical thinking abilities as well as the research of algorithms, procedures of creative thinking did not turn a person into a smoothly operating creative machine. And ultimately your awareness of outstanding figures' creative activity experience didn't make you a genius. That is why the knowledge of creative thinking in the continuous process of its accumulation, as a rule, remained on the periphery of the development of social practices and technologies. To crown it all due to the fact that the implicit side of creativity defies any rationalization, it is considered as a subject of psychology. The latter almost never encountered with social practice. Therefore, this approach to creativity oddly enough happened to be absolutely needless for management.

However, in modern management there is to be found another situation. Today it is advisable to talk not only about the dominance of the problems of creativity and creative thinking in management, but also to consider modern management as a space for the transformation of creative thinking from a purely psychological phenomenon to a factor of cultural and civilizational importance. Today there are brought to the fore such topical issues as forming new cultural meanings of creative thinking and of the new models of its understanding.

This is largely due to the change in the position of the owner. The notion of "ownership" is increasingly being replaced by the notion of "accessibility" to the network of services and goods that define people's lifestyles. Today, the competition is won not by those who produce quality goods or services, but by those who are able to create new experiences for groups of people uniting in communities of interest. The subject of commoditization as transformation into a product is neither things nor even services as Peter Drucker constantly reminds, analyzing the changes of capitalism during the 50's-80's of the twentieth century. The subject of commoditization is interpreted as new personal experience in relation to a particular brand regarded trustworthy by consumer.

Therefore, if in classical capitalism the main thing was to appeal to the knowledge of natural processes that could be transformed into technologies for the production of goods to provide material conditions of life, today we need humanitarian knowledge, knowledge about the ways and style of human life, that cannot be fully objectified. On the contrary it can only be obtained as if trying on different experiences of life (this is what advertising itself does). This changes the cognitive framework of thinking, including epistemological management models. With regard to efficient management achievements the models of thinking embedded in the activity, situation, or directly growing from the context and configuration fields and states of human life acquire increasing recognition.

Creativity and creative thinking are largely becoming synonymous with such manager's abilities as flexibility, adaptability, mobility, aptitude of self-creation. It implies the emancipation of capabilities and demand efforts to change mental frameworks. This is the only way to convert tastes, habits, stereotypes and images into the elements of strategy and tactics of thinking. New unique opportunities of life actualize for the manager such competences as the ability to integrate into the lifestyle of another person, to understand the other, to contextually simulate and reproduce possible existential configurations. All this is possible mainly due to theater technologies, that are actively applied in business and advertising.

Referring to the manager of creative type and his intrinsic characteristics it is appropriate to commence the conceptualization with the attempt to solve the dilemma: What type of manager is most preferable now: the one who clearly executes the orders of the higher management – or the one who is more independent in decision-making? Until recently, the first option was undoubtedly in the lead. However, the requirements of managers have changed somewhat recently. Among the indispensable features of modern management – the need to generate new ideas, insights, research, strategic decision-making. Hence there is a demand for a manager-researcher, a manager of a strategic type.

Such type is characterized by a number of attributes. Among the most determinant ones there are to be defined creativity, trainability, reflexivity.

Proceeding from the thesis that creativity is the process of identifying hidden opportunities and creative use of their potential in a certain area, creatives are people who are not only able to solve complex intellectual problems, but also feel the need for it. Trainability in a broad sense is susceptibility to learning effects in a new situation; in the narrow sense – an indicator of the speed and quality of learning, skills. Reflexivity means the ability to general arbitrary self-regulation of intellectual activity or (in a narrower sense) a measure of the effectiveness of "cognitive monitoring" for it.

However in addition to this, discipline, internal self-control and organization are equally important. Readiness to overcome difficulties and seek to gain victory until the moment of complete satisfaction with the result – these are the signs of creative potential. It means that you not only can work with knowledge, products and trends but interpret them in a new way, forming a whole. At the same time, it ensures indissoluble continuity between activity and intelligence. Moreover, it forms the basis for the new features of manager's intellectual activity.

CONCLUSION

Creativity has become an essential prerequisite for strategic management since the development of the organization's mission and strategy is a process of creativity, even art. Creativity and creative thinking are largely becoming synonymous with such manager's abilities as flexibility, adaptability, mobility, aptitude of self-creation. New unique opportunities of life actualize for the manager such competences as the ability to integrate into the lifestyle and comprehend another person, to contextually simulate and reproduce possible existential configurations. Providing the need of modern management to generate new ideas, insights, research, strategic decision-making there is a demand for a manager-researcher, a manager of a strategic type. Such type is characterized by a number of attributes. Among most determinant there are creativity, trainability and reflexivity.

REFERENCES

Bell, D. and Krystol, I. (ed.) (1981). *Models and reality in economic discourse. In the crisis in economic theory*, New York: Basic Books. Inc., [Online], available at: https://www.nationalaffairs.com/storage/app/uploads/public/591/ee4/81d/591ee481da89340558 6295.pdf, (Accessed 1 February 2019).

Blomberg, A. (2016). *Organizational creativity – hegemonic and alternative discourses*, Turku School of Economics, Series A, [Online], available at: https://www.utupub.fi/bitstream/handle/10024/119889/Ae1_2016.pdf?sequence=2&isAllowed=y, (Accessed 1 February 2019).

Dawson, P. and Andriopoulos, C. (2017). *Managing Change, Creativity and Innovation*, [Online], available at: https://www.researchgate.net/profile/John_Edmonstone/publication/321884773_Managing_change_creativity_and_innovation/links/5a4a16c70f7e9ba868ae03f5/Managing-change-creativity-and-innovation.pdf?origin=publication_detail, (Accessed 1 February 2019).

DiLileo, T. C. and Houghton, J. D. (2006). "Maximizing organizational leadership capacity for the future: toward a model of selfleadership, innovation and creativity" *Journal of Managerial*

Psychology 21(4), pp. 319–337, [Online], available at: http://dx.doi.org/10.1108/02683940610663114, (Accessed 1 February 2019).

Fayol, H. (1949). *General and industrial management*, Pitman, London, [Online], available at: https://www.researchgate.net/profile/Cameron_Guthrie/publication/273695543_Henri_Fayol_the_manager/links/55091e060cf26ff55f84c06d/Henri-Fayol-the-manager.pdf, (Accessed 1 February 2019).

Florida, R. (2014). *The Rise of the Creative Class. Revisited.* Revised and Expanded Kindle Edition, [Online], available at: https://docs.google.com/document/d/18B3I3s9NVxaPhFWtti575FkBDL1a2U7Sbm57cuEUvZU/edit, (Accessed 01 February 2019).

Fong, C.T. (2006). "The effects of emotional ambivalence on creativity", *Academy of Management Journal*, Vol. 49 (5), 1016-1030, [Online], available at: https://journals.aom.org/doi/10.5465/amj.2006.22798182, (Accessed 1 February 2019).

Furr, N., Dyer, J and Christensen C. M. (2014). "The Innovator's Method: Bringing the Lean Start-up into Your Organization", *Harvard Business Review press*, [Online], available at: http://learn.theinnovatorsmethod.com/assets/innovators_method_ch1-2411aeacbd0800d5dce412a351be347f.pdf, (Accessed 1 February 2019).

Gillian, R. (1997). Creative Management of Creative Management: A Critical Systems Approach, A Thesis for the Degree of PhD, [Online], available at: https://core.ac.uk/download/pdf/2731868.pdf, (Accessed 1 February 2019).

Goodman, M. and Dingli, S. (2017). *Creativity and Strategic Innovation Management: Directions for Future Value in Changing Times*, Routledge, [Online], available at: https://olipsone.com/download.php?q=creativity-and-strategic-innovation-management-goodman-malcolm, (Accessed 1 February 2019).

Henard, D.H. and McFadyen, M.A. (2008). "Making knowledge workers more creative", *Research Technology Management*, Vol. 51 (2) 40–46, [Online], available at: https://www.tandfonline.com/doi/abs/10.1080/08956308.2008.11657494, (Accessed 1 February 2019).

Henry, J. (2006). *Creative management and development (third edition)*, London, UK: Sage in association with The Open University, [Online], available at: http://perpustakaan.unitomo.ac.id/repository/Creative%20Management%20and%20Development.pdf, (Accessed 1 February 2019).

Kirsanov, K. (2011). "Creative and heuristic management and inventive creativity", *Naukovedenie*, No. 4, pp. 21-35, (in Russian). available at: https://naukovedenie.ru/sbornik9/9-6.pdf (Accessed 1 February 2019).

Kruglov, A. V. (2004). "Managing the creative potential of the company and its value in market competition", *Problems of modern economics*, No. 4 (12), pp. 15-23, [Online], (in Russian), available at: http://m-economy.ru/art.php?nArtId=565, (Accessed 1 February 2019).

Mahmoud-Jouini, S.B. and Charue-Duboc, F. (2008). "Enhancing discontinuous innovation through knowledge combination: the case of an exploratory unit within an established automotive firm", *Creativity and Innovation Management*, Vol. 17 (2), 127–135, [Online], available at: https://studies2.hec.fr/jahia/webdav/site/hec/shared/sites/jouini/acces_authentifie/articles%20publies/CIM%202008.pdf, (Accessed 1 February 2019).

McGuinness, M. (2008). *Creative management for creative teams*, e-book published by Mark McGuinness, London, [Online], available at: http://www.wishfulthinking.co.uk/2008/03/21/free-e-book-creative-management-for-creative-teams/, (Accessed 1 February 2019).

Merriam-Webster's Learner's Dictionary, [Online], available at: https://www.merriam-webster.com/thesaurus/creativity, (Accessed 1 February 2019).

Mescon, M H, Albert, M. and Khedouri, F. (2015). *Management*, Harpercollins College Div; Subsequent edition. [Online], available at: https://storage.googleapis.com/moteoasemiloslav.appspot.com/management-by-michael-h-mescon-1988-05-30-B01K2QU9B6.pdf, (Accessed 1 February 2019).
Pinkun, D. (2016). *Kreativnyj menedzhment* [Creative management], Moscow, Azbuka-Biznes, 240p., (in Russian).
Pronina, Z. Yu. (2018). "Creativity in the knowledge economy" [Kreativnosty v ekonomike znaniy], *Creative Economy*, 12(11), (in Russian), doi: 10.18334/ce.12.11.39646, available at: https://creativeconomy.ru/lib/39646, (Accessed 1 February 2019).
Sawyer, R. K., John-Steiner, V., Moran, S., Sternberg R. J., Feldman, D. H., Gardner H., Nakamura J. and Csikszentmihalyi M. (2003). *Creativity and Development*, Oxford University Press; 1 edition, [Online], available at: https://www.researchgate.net/publication/285924429_Creativity_and_Development], (Accessed 1 February 2019).
Taylor, F. W. (1919). *The Principles of Scientific Management*, Harper & Brothers Publishers, New York and London, [Online], available at: https://wwnorton.com/college/history/america-essential-learning/docs/FWTaylor-Scientific_Mgmt-1911.pdf, (Accessed 1 February 2019).

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

Кирсанов К.А. Креативный и эвристический менеджмент и изобретательское творчество. Интернет-журнал «Науковедение». №4. 2011. С. 21-35. URL: https://naukovedenie.ru/sbornik9/9-6.pdf (дата звернення 1.02.2019)
Круглов А.В. Управление креативным потенциалом компании и его значение в рыночной конкуренции. Проблемы конкурентоспособности в современной экономике. 2004. №4 (12). С.15-23. URL: http://ivansosh.ru/kniga-skachat/kreativniy-menedzhment-damrong-pinkun.php (дата звернення 1.02.2019)
Пинкун Д. Креативный менеджмент. Москва: Азбука-Бизнес, 2016. 240с.
Пронина З.Ю. Креативность в экономике знаний. Креативная экономика. 2018. Том 12. № 11. С. 1725-1732. doi: 10.18334/ce.12.11.39646 URL: https://creativeconomy.ru/lib/39646 (дата звернення 1.02.2019)
Bell, D. and Krystol, I. (ed.) (1981). *Models and reality in economic discourse. In the crisis in economic theory*, New York: Basic Books. Inc., [Online], available at: https://www.nationalaffairs.com/storage/app/uploads/public/591/ee4/81d/591ee481da893405586295.pdf, (Accessed 1 February 2019).
Blomberg, A. (2016). *Organizational creativity – hegemonic and alternative discourses*, Turku School of Economics, Series A, [Online], available at: https://www.utupub.fi/bitstream/handle/10024/119889/Ae1_2016.pdf?sequence=2&isAllowed=y, (Accessed 1 February 2019).
Dawson, P. and Andriopoulos, C. (2017). *Managing Change, Creativity and Innovation*, [Online], available at: https://www.researchgate.net/profile/John_Edmonstone/publication/321884773_Managing_change_creativity_and_innovation/links/5a4a16c70f7e9ba868ae03f5/Managing-change-creativity-and-innovation.pdf?origin=publication_detail, (Accessed 1 February 2019).
DiLileo, T. C. and Houghton, J. D. (2006). "Maximizing organizational leadership capacity for the future: toward a model of selfleadership, innovation and creativity" *Journal of Managerial Psychology* 21(4), pp. 319–337, [Online], available at: http://dx.doi.org/10.1108/02683940610663114, (Accessed 1 February 2019).
Goodman, M. and Dingli, S. (2017). *Creativity and Strategic Innovation Management: Directions for Future Value in Changing Times*, Routledge, [Online], available at:

https://olipsone.com/download.php?q=creativity-and-strategic-innovation-management-goodman-malcolm, (Accessed 1 February 2019).

Fayol, H. (1949). *General and industrial management*, Pitman, London, [Online], available at: https://www.researchgate.net/profile/Cameron_Guthrie/publication/273695543_Henri_Fayol_the_manager/links/55091e060cf26ff55f84c06d/Henri-Fayol-the-manager.pdf, (Accessed 1 February 2019).

Florida, R. (2014). *The Rise of the Creative Class. Revisited.* Revised and Expanded Kindle Edition, [Online], available at: https://docs.google.com/document/d/18B3I3s9NVxaPhFWtti575FkBDL1a2U7Sbm57cuEUvZU/edit, (Accessed 01 February 2019).

Fong, C.T. (2006). "The effects of emotional ambivalence on creativity", *Academy of Management Journal*, Vol. 49 (5), 1016–1030, [Online], available at: https://journals.aom.org/doi/10.5465/amj.2006.22798182, (Accessed 1 February 2019).

Furr, N., Dyer, J and Christensen C. M. (2014). "The Innovator's Method: Bringing the Lean Start-up into Your Organization", *Harvard Business Review press*, [Online], available at: http://learn.theinnovatorsmethod.com/assets/innovators_method_ch1-2411aeacbd0800d5dce412a351be347f.pdf, (Accessed 1 February 2019).

Gillian, R. (1997). Creative Management of Creative Management: A Critical Systems Approach, A Thesis for the Degree of PhD, [Online], available at: https://core.ac.uk/download/pdf/2731868.pdf, (Accessed 1 February 2019).

Henard, D.H. and McFadyen, M.A. (2008). "Making knowledge workers more creative", *Research Technology Management*, Vol. 51 (2) 40–46, [Online], available at: https://www.tandfonline.com/doi/abs/10.1080/08956308.2008.11657494, (Accessed 1 February 2019).

Henry, J. (2006). *Creative management and development (third edition)*, London, UK: Sage in association with The Open University, [Online], available at: http://perpustakaan.unitomo.ac.id/repository/Creative%20Management%20and%20Development.pdf, (Accessed 1 February 2019).

Mahmoud-Jouini, S.B. and Charue-Duboc, F. (2008). "Enhancing discontinuous innovation through knowledge combination: the case of an exploratory unit within an established automotive firm", *Creativity and Innovation Management*, Vol. 17 (2), 127–135, [Online], available at: https://studies2.hec.fr/jahia/webdav/site/hec/shared/sites/jouini/acces_authentifie/articles%20publies/CIM%202008.pdf, (Accessed 1 February 2019).

McGuinness, M. (2008). *Creative management for creative teams*, e-book published by Mark McGuinness, London, [Online], available at: http://www.wishfulthinking.co.uk/2008/03/21/free-e-book-creative-management-for-creative-teams/, (Accessed 1 February 2019).

Merriam-Webster's Learner's Dictionary, [Online], available at: https://www.merriam-webster.com/thesaurus/creativity, (Accessed 1 February 2019).

Mescon, M H, Albert, M. and Khedouri, F. (2015). *Management*, Harpercollins College Div; Subsequent edition. [Online], available at: https://storage.googleapis.com/moteoasemiloslav.appspot.com/management-by-michael-h-mescon-1988-05-30-B01K2QU9B6.pdf, (Accessed 1 February 2019).

Sawyer, R. K., John-Steiner, V., Moran, S., Sternberg R. J., Feldman, D. H., Gardner H., Nakamura J. and Csikszentmihalyi M. (2003). *Creativity and Development*, Oxford University Press; 1 edition, [Online], available at: https://www.researchgate.net/publication/285924429_Creativity_and_Development], (Accessed 1 February 2019).

Taylor, F. W. (1919). *The Principles of Scientific Management*, Harper & Brothers Publishers, New York and London, [Online], available at: https://wwnorton.com/college/history/america-essential-learning/docs/FWTaylor-Scientific_Mgmt-1911.pdf, (Accessed 1 February 2019).

ЕФЕКТИВНИЙ МЕНЕДЖЕР: КРЕАТИВНИЙ ВИМІР

ШАВКУН ІРИНА ГРИГОРІВНА, *доктор філософських наук, професор, декан факультету менеджменту, Запорізький національний університет, м. Запоріжжя*
ДИБЧИНСЬКА ЯНА СТАНІСЛАВІВНА, *кандидат філологічних наук, доцент, завідувач кафедри ділової комунікації, Запорізький національний університет, м.Запоріжжя*

Творчість є основоположним аспектом людського суспільства. Менеджмент як особлива сфера людської діяльності, безумовно, передбачає творчий підхід як при розробці управлінських рішень, так і для мотивування персоналу щодо необхідних дій.

Мета статті – виявлення атрибутів креативного менеджера шляхом аналізу проблеми творчого потенціалу організації – обумовлює конкретні завдання дослідження: розглянути різні підходи до концептуалізації поняття «креативність» з тим, щоб удосконалювати і розширити розуміння творчого характеру управління.

Об'єкт дослідження – креативні атрибути ефективного менеджера. Предметом дослідження є організаційно-економічні відносини, що виникають у процесі менеджменту інтелектуальних і творчих ресурсів у бізнес-структурах.

Для обґрунтування теоретичних положень і висновків використовуються загальнонаукові методи, зокрема системний, абстрактно-логічний підходи, а також методи формалізації, аналізу і синтезу інформації, порівняльний аналіз і експертні оцінки, графічна візуалізація фактичної інформації.

Виходячи з критичного синтезу теоретичних дискурсів креативного менеджменту, пропонується спроба окреслити атрибути креативного менеджера. Проблематізація феномена організаційної креативності як імперативу ефективного менеджменту дозволяє виділити групи компетенцій креативного менеджера як практичний внесок.

Креативність і креативне мислення багато в чому стають синонімами таких здібностей менеджера, як гнучкість, адаптивність, мобільність, здатність до самовдосконалення. Нові унікальні життєві можливості актуалізують для менеджера такі компетенції, як здатність інтегруватися в спосіб життя іншої людини, розуміти іншого, контекстуально моделювати і відтворювати можливі екзистенційні конфігурації. Серед суттєвих атрибутів менеджера-дослідника, менеджера стратегічного типу можна також виділити креативність, здатність до навчання, рефлексивність.

Ключові слова: ефективний менеджмент, креативний менеджер, креативність, інновації, організація.

ЭФФЕКТИВНЫЙ МЕНЕДЖЕР: КРЕАТИВНОЕ ИЗМЕРЕНИЕ

ШАВКУН ИРИНА ГРИГОРЬЕВНА, *доктор философских наук, профессор, декан факультета менеджмента, Запорожский национальный университет, г. Запорожье*
ДЫБЧИНСКАЯ ЯНА СТАНИСЛАВОВНА, *кандидат филологических наук, доцент, заведующая кафедрой деловой коммуникации, Запорожский национальный университет, г.Запорожье*

Творчество является основополагающим аспектом человеческого общества. Менеджмент как особая сфера человеческой деятельности, безусловно, предполагает творческий подход

как при разработке управленческих решений, так и для мотивирования персонала к необходимым действиям.

Цель статьи – выявление атрибутов креативного менеджера путем анализа проблемы творческого потенциала организации – обусловливает конкретные задачи исследования: рассмотреть различные подходы к концептуализации понятия творчества с тем, чтобы уточнить и расширить понимание творческого характера менеджмента.

Объект исследования – креативные атрибуты эффективного менеджера. Предметом исследования являются организационно-экономические отношения, возникающие в процессе менеджмента интеллектуальных и творческих ресурсов в бизнес-структурах.

Для обоснования теоретических положений и выводов используются общенаучные методы, в том числе системный, абстрактно-логический подходы, а также методы формализации, анализа и синтеза информации, сравнительный анализ и экспертные оценки, графическая визуализация фактической информации.

Исходя из критического синтеза теоретических дискурсов креативного менеджмента, предпринята попытка охарактеризовать атрибуты, креативного менеджера. Проблематизация феномена организационной креативности как императива эффективного менеджмента позволяет выделить группы компетенций креативного менеджера как практический вклад.

Креативность и креативное мышление во многом становятся синонимами таких способностей менеджера, как гибкость, адаптивность, мобильность, способность к самосовершенствованию. Новые уникальные жизненные возможности актуализируют для менеджера такие компетенции, как способность интегрироваться в образ жизни другого человека, понимать другого, контекстуально моделировать и воспроизводить возможные экзистенциальные конфигурации. Среди существенных атрибутов менеджера-исследователя, менеджера стратегического типа можно также выделить креативность, обучаемость, рефлексивность.

Ключевые слова: эффективный менеджмент, креативный менеджер, креативность, инновации, организация.

MANAGEMENT

Received:
6 June, 2019
1st Revision:
22 June, 2019
Accepted:
27 June, 2019

UDC: 005.57:005.73

DOI https://doi.org/10.26661/2522-1566/2019-2/08-05

**Corresponding author email:* *valeriavol2578@gmail.com*

MANAGING ORGANIZATIONAL COMMUNICATIONS IN THE MULTICULTURAL ENVIRONMENT

VALERIYA VOLKOVA, *PhD in Pedagogical Sciences, Associate Professor, Assistant Professor of the Department of Business Communication, Zaporizhzhia National University, Zaporizhzhia, Ukraine, ORCID ID:* https://orcid.org/0000-0001-5802-7095

Abstract. The study is **aimed** at analyzing the issues of managing organizational communications in the multicultural business context and revealing the main difficulties in providing effective cross-cultural communications at enterprises in terms of organization and staff development. **Methodology:** the research can be defined as executing an investigation to acquire additional knowledge on the issue of managing organizational communications in the multicultural environment. In the study, a combination of critical analysis, synthesis and comparison was applied as the basic research principles. The **subject matter** of this paper is organizational communications in multi-national business environment. The **relevance** of the research is determined by the need to increase the effectiveness of cross-cultural organizational communications at domestic enterprises in order to provide their development and successful functioning in the multicultural environment. Currently, cross-cultural business communications are given much importance, since they require more thorough planning and strict control, compared to internal communications. Under such conditions, the success of interaction depends on reaching an agreement on the rules and methods of communication acceptable to representatives of various cultures. The most important issue in the study of cross-cultural professional communication is research of its effectiveness dependence on the level of intercultural competence of communicants. Intercultural competence, including the knowledge and skills, refers to most problematic aspects of managing communications of companies operating in the multicultural environment. Adaptation of management to the conditions of the environment can result not only in gaining congruence in the various cultures the organization operate in, but also in increasing the communications effectiveness to the extent ensuring performance efficiency at the cross-cultural level. In today's multicultural business environment companies frequently encounter cultural differences, which can impede effective performance and successful achievement of organizational goals. Increased globalization of business processes has set the task not only to correctly identify differences in the national cultures, but also to adequately use them to overcome the intercultural difficulties while establishing and developing relations with foreign partners. Optimizing cross-cultural professional communications and increasing the intercultural competence of personnel becomes essential to the organization's performance effectiveness. Ensuring effectiveness of the organization's performance in a multicultural environment is closely related to exploring the ways of increasing the competitiveness of Ukrainian enterprises globally. The present research contributes to this area by offering valuable insights into cross-cultural communications in organizations with a multicultural environment and the ways of optimizing communications management.

Volkova, V. (2019). “Managing organizational communications in the multicultural environment”, *Management and entrepreneurship: trends of development,* 2 (08), pp. 60-67. doi: https://doi.org/10.26661/2522-1566/2019-2/08-05

Keywords: organizational communications, cross-cultural communications, communications management, multicultural environment, intercultural competence
JEL classification: M10, M12, M14, M19

INTRODUCTION

In understanding the organization as a social system, a key role can be attributed to the communicative approach, as communication is the main process that ensures interdependence and consistency of performance of the organization’s units. Effective communication is a premise for success in achieving the goals of any organization. However, it is communication that is one of the most controversial issues in management, with respect to which there is still no clarity and full understanding of the mechanisms of providing its effectiveness. The communication processes carried out by the organization and its employees form a communication environment, which is understood as a set of conditions enabling the organization and its members to interact with partners with the view of exchanging information, establishing and maintaining business relations. Cooperation with other cultures’ representatives has become a daily experience. Consequently, in an increasingly globalized world and multicultural environment, professionals face many challenges including communication effectiveness on the level of intercultural competence of communicants. Therefore, managing organizational cross-cultural communications is essential for functioning of the organization and its performance efficiency.

LITERATURE REVIEW

Recently, the problem of organizational communications has been in the focus of foreign and domestic scholars. Some studies aim to explore internal organizational communications (J.W. Gibson, R.M. Hodgetts, B.S. Morgan, W.A. Schieman, B.K Berger, A.D. Brown, R.L. Daft, O. Hudz, O. Vynohradova, L. Balabanova), others highlight the problems of marketing, PR and advertisement communications (S. Cutlip, A. Center, G. Broom, C. Fill, B. Jamieson, V.M. Berezyn, E.N. Holubkova, Y.V. Krylov, A.P. Pankrukhyn). However, for some reasons economic aspects of organizational communications are beyond the framework of research. Apart from advertising, no form of communication has been considered as a factor of economic development so far.

Nevertheless, the effect of organizational communication has been an issue discussed by many scholars and researchers. Effective internal and external communications contribute to increasing employee engagement, productivity, commitment, trust, and outcomes to make a better environment (T. Cox, C. Medina, B. Schill, K. DuPont, J. Greenberg and R. A. Baron).

Modern multicultural environment requires managers to acquire new skills and a new “global mindset” (Jeannet, 2000). Cross-cultural management and communication is viewed as improving the interaction across different nations and cultures (Adler, 1991). Given a frequently low efficiency of cross-cultural communication, D.S. Lifintsev and J. Canavilhas included into the most widespread barriers or obstacles for cross-cultural communication the following ones: language barriers, differences in values and standards of behavior, lack of experience, lack of trust, and lack of knowledge about other countries or stereotypical thinking (Lifintsev and Canavilhas, 2017).

The significance of cross-cultural professional communications is determined by their impact on the efficiency and effectiveness of the organization. The role of communications in the organization and, consequently, its functions are determined, first of all, by the needs of the organization itself. Being a required element of the organization’s functioning, cross-cultural communication, however, can be used at a primitive level, without providing effective management of the organization and its interaction with the external environment.

PAPER OBJECTIVE

The article is aimed at analyzing the issues of managing organizational communications in the multicultural business context and revealing the main difficulties in providing effective cross-cultural communications at enterprises in terms of organization and staff development.

The specific paper objectives are as follows: to research the impact of globalization on the processes of organizational communications; to reveal the main difficulties the organization is faced with in the process of cross-cultural communications; to analyze the essence and components of intercultural professional competence as an established professional environment as well as the major factors affecting the formation of intercultural professional competence; to outline the ways to optimize the communications management in multicultural environment.

RESULT AND DISCUSSION

The problem of managing organizational communications in the multicultural business environment cannot be fully described without dwelling on the concept of globalization. Some scholars view globalization as removal of international borders and trade barriers (Ohmae, 1995), or formation of one world as a single space (Robertson, 1995). Others describe the process of globalization as that of growing global interconnectivity, integration, and unity in various aspects of human activity (Parker, 2005). In general, globalization is referred to as the action or procedure of international integration of countries arising from the convergence of world views, products, ideas and other aspects of culture (Habich and Nowotny, 2017). Globalization and human interconnectedness are caused by essential changes in economy and politics, business environment and information technologies. Today businesses can not only interact and exchange information across borders, but also serve the customers in different parts of the world. This communication "across borders" transcends geographical boundaries and changes the traditional rules of economies (Cairncross, 2001). Communication technologies are connecting businesses around the world and changing the ways of working and communicating in a new multicultural environment.

Effective functioning in the culturally diverse business environment hinges on the ability of businesses and people to successfully adapt to the complexity of other cultures, to effectively understand and accept cultural differences, respond to the challenges of the new business environment. These demands of today require new skills and attitudes, among which intercultural competence is of primary concern.

Many researchers view intercultural competence as the most important premise for increasing understanding between different cultures (Bennett, 1993; Hammer, Bennett and Wiseman, 2003). In the business context, intercultural competence is considered to be crucial in achieving overseas effectiveness (Landis and Bhagat, 1996) and successful management performance internationally (Black and Mendenhal, 1990); a lack of intercultural competence may lead to lower competitiveness of businesses, though (Tarique, Briscoe and Schuler, 2015).

Globalization further advances the importance of intercultural competence as professional communication now occurs across national borders and cultures. Therefore, the characteristic features of cross-cultural communication in the professional environment (cross-cultural professional communication), which simultaneously can be viewed as barriers to communication, are considered in three dimensions:

1) differences within the communication process associated with different cultures;
2) differences in business approaches caused by differences within markets, corporate cultures;
3) personal differences of people entering into communication.

The processes of cross-cultural communication occur under "double" impact of the external and internal environment on the communicants. On the one hand, due to this impact, there appears the need to study not only the characteristic features of communication of the foreign partner country, but also those of the organization and employees representing it. On the other hand, it is necessary to adapt the existing communication skills for using in a new multicultural environment.

We understand intercultural competence in a professional area as intercultural knowledge and relations implemented in the organization through intercultural behavior at various levels. These components of intercultural competence lay the foundation for intercultural professional competence, which can be defined as an established objective environment that determines the capabilities and boundaries for implementation of intercultural competence in the professional context.

Having analyzed various approaches to intercultural competence studies (M. J. Bennett, M.R. Hammer, B. Spitzberg and G. Changnon, D.K. Deardorff, G.M. Chen and W.J. Starosta, P.M. King, D.A. Griffith and M.G. Harvey, A.V. Matveev and P.E. Nelson), and given the features and requirements for cross-cultural communications, we distinguished the following major factors affecting the formation of intercultural professional competence:

– Equivalence of cultures. This factor implies the impossibility of contrasting the cultures; all cultures are of equal historical value and should be compared without evaluation categories applied.

– Cultural distance. It is determined by the proximity or remoteness of cultures. The more similarities in cultural attributes, settings, codes exist, the shorter the cultural distance is, the easier the process of adaptation to cross-cultural communication is.

– Context. This factor includes the historical, political and economic conditions accompanying cross-cultural communication., for the formation of intercultural competence, it is not so much the differences in economic indicators of the development of society as the differences in the behavior of a culture in the economy that are important.

– Cultural standards of management (CSM) can be defined as a set of relations, ideas, values and norms of behavior characteristic of the organization’s management system, which reflect the models of management culture prevailing due to socio-cultural factors affect and inherent in the organization. Management culture reflects the developmentlevel of the organization’s managerial system (Žukauskas, Vveinhardt and Andriukaitienė R., 2018).

CSM are part of organizational culture as well as they affect its formation. Cultural standards are formed primarily under the influence of the country’s culture. However, in the process of cross-cultural communication, some perceptions and behaviors of the organization and its employees may change.

In terms of management, cultural standards can be of benefit for the organization by increasing the management decisions effectiveness; however, they can also create barriers to cross-cultural communication. The form of CSM implementation consists of the norms of behavior conveyed either orally or by attitude to behavior. Cultural management standards develop over time under the influence of the environment and management system processes.

Attitudes, beliefs and values can change due to changes in the management strategy, technology, or environment. There are both objective factors influencing the change of CSM (external environment, for example, change of the political situation) and subjective factors (obtaining new knowledge or misconceptions about another culture during cross-cultural communication).

– Stereotyping. The concept of cultural stereotype reflects the difference of this culture from others, characterizing activity in this cultural environment. Stereotypes are widely-accepted, culturally shared beliefs describing personal traits and characteristics of groups of individuals (Ramasubramanian, 2011). Stereotypes can help or hinder effective multicultural communication.

– Cross-cultural experience. This factor is of importance for rapid adaptation to a different cultural environment. Cross-cultural experience embraces interpersonal communication experience, experience of socialization in another culture, and experience of professional communication. On the basis of cross-cultural professional experience, management shapes structures and mechanisms to enforce effective communication and expand relations with other foreign partners.

Furthermore, this process creates the premises for building a common ground for multicultural communication. In our opinion, the deeper the organization is involved in multicultural communication processes, the higher its ability to carry these processses is, as during communication the organization gains new knowledge, adopts new management technologies – partially borrowing them from partners, partially creating them on the basis of the experience acquired – in order to ensure more effective cross-cultural organizational communications.

The above considered factors, on the one hand, represent the grounds to form intercultural or cross-cultural competence. On the other hand, they are deeply affected by the components of the intercultural professional competence and can alter as intercultural professional competence develops and expands.

Managing the establishment of intercultural professional competence requires reconsidering the following components the cross-cultural communication process.

Knowledge. The component is formed on the basis of knowledge of the partner-country culture, knowledge in the field of international management as well as management culture of the partner organization, knowledge of a foreign language and customs. This component represents the ground for forming intercultural professional competence.

Attitude. This component is formed on the basis of the acquired knowledge and is implemented in the characteristics of openness, willingness to cooperate, tolerance and empathy.

Openness covers the following area of communication: political, information, scientific, educational and economic.

Willingness to cooperate implies, in addition to the knowledge gained, incentives of inter-organizational cooperation, trust to the partner, readiness to consider the peculiarities of the national and management culture of the partner, readiness for mutual influence of management cultures, emotional willingness to cooperate.

In the cross-cultural communication at the interpersonal level, attitude component is mainly realized through tolerance and empathy. Tolerance, being, in fact, a formula of cross-cultural communication, includes not only tolerance for cultural differences, but also openness to novelty, self-confidence, ability to recognize the importance of other people, participation in competition.

Empathy is a rather complex ability to understand and share the feelings of another person, understand the world of his/her experiences and share his/her emotional state. Empathy serves as a basis for mutual understanding in cross-cultural communication. Obviously, empathy is impossible without being respectful for the communication partner and non-judgmental about his/her behavior. Therefore, empathy can be considered as a communication skill necessary for successful implementation at the multicultural level.

Behavior. This component implies communicative behavior, which is established in the communicative situations and areas where the implementation of certain norms is significant for communication. Professional communicative behavior can be described according to the situational model based on the practice of cross-cultural business contacts, including areas and communicative situations where cross-cultural communication reveals the differences.

CONCLUSION

Communication is integrated into all management activities; therefore it can be called a linking process. The communications system of the enterprise is a factor crucial for managing the process of the enterprise’s organizational development and requires a complex approach to its research and formation.

Cross-cultural professional communication refers to most challenging and controversial aspects of companies operating in a multi-cultural environment. Correctly identifying differences in national cultures, adequately using them to overcome the intercultural difficulties while establishing and developing relations with foreign partners can result not only in increasing the efficiency of personnel performance but also are likely to convert cross-cultural communication into a competitive advantage.

Managing organizational communications encounters a row of obstacles or barriers, among which the most frequent are differences in values, cultural standards of management, standards of behavior and language barriers. Overcoming these barriers and effectively carrying out cross-cultural professional communication depends on the level of intercultural competence of communicants.

Formation and implementation of intercultural competence is possible provided intercultural management resources are available, that is an aggregated set of principles, methods, tools and conditions, which within the process of cross-cultural interaction are actualizing into effective cross-cultural professional communication.

REFERENCES

Adler, N. (1991). *International dimensions of organizational behavior*, Boston, MA: PWS-Kent Publishing Company, [Online], available at: https://doi.org/10.1177/017084069001100415 (Accessed 1 June 2019).

Bennett, M.J. (1993). “Towards Ethnorelativism: A Developmental Model of Intercultural Sensitivity”, in *Education for the Intercultural Experience*, 2nd edition, Ed. R.M. Paige, Yarmouth, ME: Intercultural Press, pp. 21-71.

Black, J.S. and Mendenhal, M. (1990). “Cross-Cultural Training Effectiveness: A Review and a Theoretical Framework for Future Research”, *The Academy of Management Review*, vol. 15, no. 1 (Jan., 1990), pp. 113-136, available at: https://www.jstor.org/stable/258109?seq=1#metadata_info_tab_contents (Accessed 30 May 2019).

Cairncross, F. (2001). *The Death of Distance: How the Communications Revolution is Changing Our Lives*, Harvard Business School Press, available at: http://www.policyscience.net/download/c1.tech.14.602.pdf (Accessed 30 May 2019).

Habich, J. and Nowotny, V. (2017). “A Closer Look at Globalization – Roots and Remedies”, in *A Closer Look at Globalization – The Positive Facets and the Dark Faces of a Complex Notion. Background paper, Trilogue, Salzburg 2017: Arts, Economy, Politics*, BertelsmannStiftung, pp. 3-19, available at: https://www.bertelsmann-stiftung.de/fileadmin/files/Faktencheck/Leaders__Dialogues/Salzburger_Trilog_2017/1_Background_Paper_A_Closer_Look_at_Globalization_.pdf (Accessed 29 May 2019).

Hammer, M.R., Bennett, M.J. and Wiseman, R. (2003). “Measuring intercultural sensitivity: The intercultural development inventory”, *International Journal of Intercultural Relations*, Issue 27, pp. 421–443, available at: https://idiinventory.com/wp-content/uploads/2017/01/IDI-2003-measuring-IJIR.pdf (Accessed 30 May 2019).

Jeannet, J-P. (2000). *Managing with a Global Mindset*, London, Financial Times Press/Prentice Hall.

Landis, D. and Bhagat, R.S. (1996). “A model of intercultural behavior and training”, in *Handbook of intercultural training*, Eds D. Landis & R.S. Bhagat, Sage Publications, Inc., Thousand Oaks, CA, pp. 1-13.

Lifintsev, D.S. and Canavilhas, J. (2017). “Cross-cultural management: obstacles for effective cooperation in multicultural environment”, *Scientific bulletin of Polissia*, no. 2(10), part 2, pp. 195-202, available at: https://ubibliorum.ubi.pt/bitstream/10400.6/6890/1/2017_ARTIGO_Cross-cultural.pdf (Accessed 9 June 2019).

Ohmae, K. (1995). *The End of the Nation State: The Rise of Regional Economies*, Simon and Schuster Inc., New York, available at: http://www.sneps.net/Cosmo/ohmae2.pdf(Accessed 2 June 2019).

Parker, S.C. (2005). "The Economics of Entrepreneurship: What We Know and What We Don't", *Foundations and Trends in Entrepreneurship*, vol. 1, no. 1, pp 1-54, available at: http://dx.doi.org/10.1561/0300000001 (Accessed 8 June 2019).

Ramasubramanian, S. (2011). "The Impact of Stereotypical Versus Counterstereotypical Media Exemplars on Racial Attitudes, Causal Attributions, and Support for Affirmative Action", *Communication Research*, vol. 38, Issue 4, pp. 497-516, available at: https://doi.org/10.1177/0093650210384854 (Accessed 3 June 2019).

Robertson, R. (1995). "Glocalization: Time-Space and Homogeneity-Heterogeneity", in *Featherstone, M., Lash, S. and Robertson, R., Eds., Global Modernities*, Sage Publications, London, pp. 25-44, available at: https://warwick.ac.uk/fac/arts/history/students/modules/hi31v/syllabus/week18/robertson-1995.pdf (Accessed 30 May 2019).

Tarique, I., Briscoe, D.R. and Schuler, R.S. (2015). *International Human Resource Management: Policies and Practices for Multinational Enterprises*, 5th edition, Routledge, New York, available at: https://www.academia.edu/22609444/_Dennis_R._Briscoe_Randall_S._Schuler_Internatio_BookZZ.org_.PDF (Accessed 5 June 2019).

Žukauskas, P., Vveinhardt, J. and Andriukaitienė R. (2018). "The Theoretical Aspect of Management Culture as Part of Organizational Culture", in *Management Culture and Corporate Social Responsibility authored by P. Žukauskas,* Budapest, IntechOpen, pp. 231-493. doi: 10.5772/intechopen.70624.

УПРАВЛІННЯ ОРГАНІЗАЦІЙНИМИ КОМУНІКАЦІЯМИ В ПОЛІКУЛЬТУРНОМУ СЕРЕДОВИЩІ

ВОЛКОВА ВАЛЕРІЯ ВОЛОДИМИРІВНА, *кандидат педагогічних наук, доцент, доцент кафедри ділової комунікації, Запорізький національний університет, м. Запоріжжя*

Актуальність досліджуваної теми зумовлена нагальною необхідністю підвищення ефективності організаційних комунікацій на вітчизняних підприємствах з метою забезпечення їхнього розвитку і успішного функціонування в полікультурному середовищі. В даний час міжкультурним діловим комунікацій приділяється значна увага, оскільки вони вимагають більш ретельного планування і контролю в порівнянні з внутрішніми комунікаціями. В таких умовах успіх взаємодії залежить від досягнення згоди щодо правил і способів спілкування, прийнятних для представників різних культур. Найважливішим питанням при вивченні міжкультурного професійного спілкування є дослідження залежності його ефективності від рівня міжкультурної компетентності комунікантів. Міжкультурна компетенція, включаючи знання і навички, відноситься до найбільш проблемних аспектів управління комунікаціями компаній, що працюють в мультикультурному середовищі. Предметом дослідження є організаційні комунікації в контексті проблем управління в умовах багатонаціонального ділового середовища. Дослідження спрямоване на аналіз питань управління організаційними комунікаціями в полікультурному діловому середовищі і виявлення основних труднощів забезпечення міжкультурних професійних комунікацій на підприємствах у контексті підвищення ефективності їхнього функціонування та розвитку персоналу. Базовими засадами дослідження виступають критичний аналіз, синтез і порівняльний метод, використаний комунікативний підхід. Наукова значимість роботи полягає в дослідженні процесу управління організаційними комунікаціями з урахуванням

особливостей функціонування бізнес-процесів в умовах глобалізації в полікультурному професійному середовищі. Практичне значення роботи полягає у визначенні факторів підвищення ефективності управління організаційними комунікаціями відповідно до вимог, що висуваються до підприємств на міжнародному рівні.

Ключові слова: організаційні комунікації, міжкультурні комунікації, управління комунікаціями, полікультурне середовище, міжкультурна компетентність.

УПРАВЛЕНИЕ ОРГАНИЗАЦИОННЫМИ КОММУНИКАЦИЯМИ В ПОЛИКУЛЬТУРНОЙ СРЕДЕ

ВОЛКОВА ВАЛЕРИЯ ВЛАДИМИРОВНА, *кандидат педагогических наук, доцент, доцент кафедры деловой коммуникации, Запорожский национальный университет, г.Запорожье*

Актуальность исследуемой темы обусловлена насущной необходимостью повышения эффективности организационных коммуникаций на отечественных предприятиях с целью обеспечения их развития и успешного функционирования в поликультурной среде. В настоящее время межкультурным деловым коммуникациям уделяется большое внимание, поскольку они требуют более тщательного планирования и строгого контроля по сравнению с внутренними коммуникациями. В таких условиях успех взаимодействия зависит от достижения соглашения о правилах и способах общения, приемлемых для представителей разных культур. Важнейшим вопросом при изучении межкультурного профессионального общения является исследование зависимости его эффективности от уровня межкультурной компетентности коммуникантов. Межкультурная компетенция, включая знания и навыки, относится к наиболее проблемным аспектам управления коммуникациями компаний, работающих в мультикультурной среде. Предметом исследования являются организационные коммуникации в контексте проблем управления в условиях многонациональной деловой среды. Исследование направлено на анализ вопросов управления организационными коммуникациями в поликультурной деловой среде и выявление основных трудностей обеспечения межкультурных профессиональных коммуникаций на предприятиях в контексте повышения эффективности их функционирования и развития персонала. Базовыми принципами исследования выступают критический анализ, синтез и сравнительный метод, использован коммуникативный подход. Научная значимость работы заключается в исследовании процесса управления организационными коммуникациями с учетом особенностей функционирования бизнес-процессов в условиях глобализации в поликультурной профессиональной среде. Практическое значение работы состоит в определении факторов повышения эффективности управления организационными коммуникациями в соответствии с требованиями, предъявляемыми к предприятиям на международном уровне.

Ключевые слова: организационные коммуникации, межкультурные коммуникации, управление коммуникациями, поликультурная среда, межкультурная компетентность.

MANAGEMENT

Received:
17 May, 2019
1st Revision:
12 June, 2019
Accepted:
15 June, 2019

UDC: 811.11:378.147:004.738

DOI https://doi.org/10.26661/2522-1566/2019-2/08-06

**Corresponding author email:* *olga_judina@ukr.net*

OLGA YUDINA, *PhD in Pedagogical Sciences, associate professor, Assistant Professor of the Department of Business Communication, Zaporizhzhya National University, Zaporizhzhya, Ukraine, ORCID ID:* https://orcid.org/0000-0001-5400-7695

YANA DYBCHYNSKA, *PhD in Linguistics, associate professor, Assistant Professor of the Department of Business Communication, Zaporizhzhya National University, Zaporizhzhya, Ukraine, ORCID ID:* https://orcid.org/0000-0002-0992-7326

MODEL OF INTEGRATED TEACHING MANAGEMENT CORE COURSES IN A FOREIGN LANGUAGE USING ICT

Abstract. The paper **purpose** is to reveal the problem of future managers teaching and to describe the developed model of the integrated teaching of management core courses and foreign languages using ICT. The following theoretical and empiric **methods** have been used in the research: critical analysis of resources, current programs, education regulations, manuals; method of observation, questioning of students and professors to reveal their attitude to different aspects of training for business communication in a foreign language at the higher school, systematic and synthesis methods, education experiment. The **object** of the study is the process of integrated teaching of professional management disciplines in English using ICT. The subject of the study is the technology of integrated building of professional and foreign language communicative competences using ICT. The topicality of our research is grounded on the urgency of resolving the above mentioned contradictions and the need in investigations dedicated to the implementation of ICT based integrated learning into the management degree program. The **practical importance** of using ICT in education is providing autonomy, mobilizing students' learning abilities, creating conditions for individual learning and developing active position in learning activity. Using ICT in teaching subjects in English opens new methodological perspectives for developing both degree and subject programs for future managers. The analysis and comparison with the results of contemporary researches in the field of integrated learning using ICT and the own teaching experience at higher education institution prove the necessity of interactivity of the teaching process to provide communicative interrelation of all participants, self-control and self-correction. The second important characteristic of teaching disciplines in English using ICT is their technical characteristics and didactic opportunities for lectures, seminars, practical classes and individual work. The research has allowed generalizing the experience of implementation of contemporary innovative technologies in the integrated teaching of core courses and foreign languages. The use of ICT in didactic materials provides great opportunities for all participants of the education process, consequently leading to education quality improvement. The developed integrated model of the course programs "Corporate Social Responsibility" and "English for Professional Purposes" using ICT has proved the synergy effect allowing the effective acquisition of professional information on the one hand and the development of both professional and foreign language skills on the other hand, what ensures building the professional competence as a whole. The effectiveness of the model was experimentally proved after the processing of statistical data obtained in the course of the experiment. Considering the overall positive result of our experience we believe that negative factors are to be given a profound research and thorough analysis. In general efficient ICT using requires not only great efforts of the faculty in avoiding the negative factors but the development of the brand new complex approach to the ICT environment. As a **conclusion** the implementation perspectives of innovative technologies in the professionally training process of future managers are substantiated. The paper provides opportunities of developing the technology of integrated building of professional and foreign language competences using ICT. Such knowledge will help to improve the process of managers' professional training in Ukrainian higher schools.

Keywords: Information and Communication Technologies, Professional Competence, Foreign Language Communicative Competence, Integrated Teaching Model

JEL Classification: A22, D 83, I21, O32

INTRODUCTION

The tendency of scholars' raising interest in the problem of implementation of Information and Communication Technology (ICT) in education process is observed in Ukraine under the development of information society and the modernization of the system of higher education. The principles of unification of the system of higher education in Europe and the approximation of the curricula to the unified international standards put forward the task of the professional training of specialists with the level of the foreign language competence that corresponds to the world standards and provides the opportunity to use a foreign language in their further professional activity for creating business contacts and building cooperation with specialists in the related spheres.

The requirements of the modern education to train the multilateral personality demand the rationalization of the process of both professional and language teaching of future managers on the basis of efficient innovative educational technologies stipulated by the contemporary requirements and real conditions of the higher school. The solution to these problems is possible within the framework of the system of integrated teaching of major disciplines and a foreign language using ICT at the lessons and for individual work.

LITERATURE REVIEW

The authors of modern researches S. Bajt (2011), W. Fong (2011), J. Fu (2013), R. Hernandez (2017), J. Katz (2013), T. Koval (2009), K. Ratheeswari (2018) and others have investigated different aspects of the problem of ICT implementation in education. E-learning technologies were studied by A. Andreev (2008), O. Bigych, M. Voloshynova and O. Matsneva (2009), R. Clark and R. Mayer (2011), D. Rösler (2007), M. Gaebel, V. Kupriyanova, R. Morais and E. Colucci (2014) and others. Communicative characteristics of informational media of communication have been considered by V. Dronov (2009), M. Yevdokimova (2004), S. Zenkina (2007), O. Pankratova (2012), I. Rozina (2005), T. Lawrence (2010) and others. The problems of adult learners and technology were touched upon in the works of L. J. Ausburn (2004), M. Johnson (2011) and others. The methodological grounds of ICT using for building the foreign language communicative competence in different types of speech activity were analysed by the Ukrainian researchers S. Nikolayeva, Yu. Brytan, Ya. Dyachkova, N. Mayer, Ya. Krapchatova and V. Chernysh (2015) and others.

The analysis of modern researches and publications conducted in this field, the regulations and teaching materials, as well as observations of the teaching process in the higher school have allowed stating a number of contradictions:

between the requirements of the society to the quality of professional education in management, the needs of higher educational institutions in scientifically and methodologically grounded materials for the efficient educational process using ICT on the one hand and the lack of the developed materials for teaching core courses and foreign language on the other hand; between the new requirements of educational programs to build competences within the amount of ECTS on the one hand and limited amount of classroom hours for every discipline on the other hand.

The topicality of our research is grounded on the urgency of resolving the above mentioned contradictions and the need in investigations dedicated to the implementation of ICT based integrated learning into the management degree program. The practical importance of using ICT in education is providing autonomy, mobilizing students' learning abilities, creating conditions for individual learning and developing active position in learning activity. Using ICT in teaching subjects in English opens new methodological perspectives for developing both degree and subject programs for future managers.

The aim of this article is to describe the organizational and educational conditions of integrated building of professional and foreign language competences within the framework of the developed model of the integrated teaching of management core courses and foreign languages using ICT.

RESULT AND DISCUSSION

The necessity of creation of organizational and educational conditions of teaching competitive specialists for highly technological and innovative development of the country and achievement of the results according to the educational professional program is determined by the law of Ukraine "On Higher Education". The investigation of the didactic potential of the Internet resources and the design of the mechanism of effective implementation of innovative educational methods and technologies in the bachelor and master programs are stipulated by the social demand and current regulations issued by the Ministry of Education and Science of Ukraine, that is by the requirements of the Licensing of educational activity in the sphere of higher education (the Decree of the Cabinet of Ministers dated December 30, 2015).

The solution of the practical tasks of the contemporary education is connected with implementation of modern innovative educational technologies, development of new principles, strategies and methods of teaching within the framework of integrated learning. These novelties are to be applied when teaching professional subjects and foreign language and will provide effective learning process aimed at acquiring the necessary competencies.

The development of the education process at higher school in the conditions of information society is connected with using of virtual environment (Nikolayeva, Mayer, Chernysh et al., 2015). The advantage of education organization using ICT environment according to M. Nimatulayev is the opportunity to perform the approach based on personally individual activity, namely creating the conditions for self-learning and individual learning process of every student (2012). I. Rozina states that learning using ICT environment is the brand new paradigm based on the functional effectiveness of ICT and build on the e-learning culture comprising the positions of an e-learner and an e-teacher (2005). Following the opinion of S. Zenkina we consider the ICT environment as a complex of electronic methods of teaching and communicating using of which allows performing the gradual learning activity that builds both professional and foreign language competences of a student (2007). According to V. Dronov the modern ICT environment is to meet the requirements of students, to be able to adapt to different educational situations and to possess the corresponding content and structure (2009).

The analysis and comparison with the results of contemporary researches in the field of integrated learning using ICT and the own teaching experience at higher education institution prove the necessity of interactivity of the teaching process to provide communicative interrelation of all participants as well as self-control and self-correction. The second important characteristic of teaching disciplines in English using ICT is their technical characteristics and didactic opportunities for lectures, seminars, practical classes and individual work. The use of ICT in teaching subjects in English opens new methodological perspectives of developing degree and subject programs for future managers. That is why we have generalized the experience and implemented the following modern educational and information communication technologies:

The foreign language integrated learning technology (creation of content and information interdisciplinary connections to build the foreign language competence, the technology of integrated building of professional and language competences, etc.);

The Internet oriented teaching technologies (education programs, presented in the Internet, on-line tests, on-line courses, LMS Moodle);

Professional activity oriented technologies (projects, group work facilitation, professional business game, problem solving, etc);

Information education technologies (search engines, educational Internet portals and services Web 2.0, education webinars, electronic manuals, computer educational programs, audiovisual and multimedia materials, etc);

Case technology based on using the cases in audiovisual and multimedia sources in independent study.

The use of m-learning environment along with other IC technologies is used for the organization of educational process that does not depend on certain place and time. PDAs allow students to access educational resources, to connect with other students, to create educational content in class and outside the University.

Studying the business communication in a foreign language with the help of online libraries and dictionaries makes grasping and increasing the knowledge easy for the future managers. Nonetheless, electronic educational technology, also called e-learning, has become an important part of society today, comprising an extensive array of digitization approaches, components and delivery methods. For example, m-learning emphasizes mobility, but is otherwise indistinguishable from educational technology.

The informational educational resources provide students with the access to the up-to-date professional information through foreign resources, the opportunity to improve their knowledge of foreign language and to prepare the presentation of their research. Using of different tools of m-learning environment allows the access to the up-to-date information in a foreign language during classes and individual activities, the performance of storing, exchange and spread of authentic linguistic and professional information (Nikolayeva, Mayer, Chernysh et al., 2015).

The Ukrainian psychologists and educators consider that the influence of informational technologies on personal development is impossible to classify as definitely positive or negative (Information communication technologies of teaching…, 2011). On the one hand the Internet addiction causes negative transformations of the personality, but on the other hand it promotes the opportunities for the development of I-concept and the motivational sphere in general. The lack of motivation results in the attention switch to games, social media, music and other entertainments. The teacher, using the ICT, can easily slip from educational to visual teaching methods.

Putting an accent on didactic and methodological advantages of ICT use in the process of integrated building of professional and foreign language communicative competence we agree with the opinion of the scholars (Nikolayeva, Mayer, Chernysh, V. et al., 2015) who accept the existence of disadvantages in the use of the Internet technologies:

the possibility to obtain the outdated or unprofessional information;

the author’s bias as to the issues presented in hypertexts;

the limited amount of free issues of professional editions.

Our preliminary list of negative effects was based on the researches, conducted by other scholars (El Mansour and Mupinga, 2007). This list contains the following items:

1. Issues connected with the contents of the educational process: literacy and numeracy issues; work with information.
2. Issues connected with the methodology of education: student’s distraction during classes; low motivation due to lack of computer skills; assessment tools; feedback tools; support of lectures; interaction in the educational process.
3. Issues connected with the context of the educational process: digital divide; technical problems in class; teacher’s competence in ICT.

The researches in the problem of the provision of interactivity of educational means based on ICT (Bajt 2011; Lawrence 2010; Nikolayeva, Mayer, Chernysh et al., 2015) define the following indicators of interactivity:
1. Non-linear access to educational information.
2. Efficiency of feedback in both directions.
3. Communication among the subjects of educational process.
4. Adaptation of the education system to student’ individual needs.
5. Implementation of the educational strategies in the individual activity.

The model of integrated teaching professional courses in English using ICT was created on the basis of the major course “Corporate Social Responsibility” (taught in English) and the course “English for professional purposes” for the second year students of specialty “Management” of Zaporizhzhia National University considering the total amount of credits and hours according to the curriculum presented in Table 1. The use of ICT in the learning process was rational designed depending on the type of a lesson (lectures, seminars, practical classes or individual work), the specifics of the discipline, the goals and objectives of the teaching process.

Table 1

The integrated teaching model using ICT

Course	Information communication technologies									
	Information education resources	Electronic manuals	Podcasts, multimedia resources	On-line control tasks	Special on-line courses, webinars	On-line consultations, chats, Viber	Project technology, web-quests	Case technology	Facilitation, professionally oriented business games	LMS Moodle
Corporate Social Responsibility (in English)	+	+	+	+	+	+	+	+	+	+
English for professional purposes	+		+	+		+	+	+	+	+

The effectiveness of the model was experimentally proved after the processing of statistical data obtained in the course of the experiment (Yudina, Shavkun, Dybchynska and Bukharina, 2018). The results of the control after the experiment proved that the students of all four groups achieved and excelled the minimum enough level of competences. The developed integrated model of the course programs “Corporate Social Responsibility” and “English for Professional Purposes” using ICT has proved the synergy effect allowing the effective acquisition of professional information on the one hand and the development of both professional and foreign language skills on the other hand, what ensures building the professional competence as a whole.

The use of podcasts helped the development of listening and speaking skills, but its influence on reading and writing skills is relatively insignificant. This resource was very useful for improvement of the aural perception of the English speech. Social networks were used by professors and students to create educationally oriented groups. This tool was used not only for communication but also for educational purposes; this allowed the improvement of reading and writing skills as well as the ability of working in a group. The Viber application for smartphones on platforms Android, iOS, Windows Phone was useful for the improvement of all types of speech skills. Project technology, web-quests, case technology, facilitation, professionally oriented business games were used in the integrated teaching of core disciplines and the English language.

The results of web-quests were realized through a multimedia presentation the function of which is to present the students' research activity. Participation in web-quests developed the ability to think independently, to solve professionally important problems, to forecast the results and possible consequences of different scenarios, to determine cause – effect relations. M-learning environment involved in the model includes both university and personal learning environment both for professors and students.

CONCLUSION

The research attempted in a comprehensive way to solve the problem of the rationalization of the process of both professional and language training of future managers on the basis of efficient innovative educational technologies stipulated by the contemporary requirements and real conditions of the higher school education. The use of ICT in didactic materials provides great opportunities for all participants of the education process, consequently leading to education quality improvement. The results of the experiment can be used in developing of the recommendations as to using ICT in integrated teaching of core courses and a foreign language to future managers.

REFERENCES

Andreyev, A. (2008). *Practice of electronic teaching using Moodle*, Taganrog: TTI SFU, Russia, (in Russian).

Ausburn, L. J. (2004). "Course design elements most valued by adult learners in blended online education environments: An American perspective", *Educational Media International*, vol.41(4), Oklahoma State University, USA, [Online], available at: https://pdfs.semanticscholar.org/44ef/bf571bce7ed7e4a61ef 3ac15107986551f08.pdf (Accessed 10 May 2019).

Bajt, S. K. (2011). "Web 2.0 technologies: Applications for community colleges*", New Directions for Community Colleges*, [Online], Issue 154, available at: https://onlinelibrary.wiley.com/doi/abs/10.1002/cc.446 (Accessed 10 May 2019).

Bigych, O.B., Voloshinova, M.M. and Matsneva, O.A. (2012). *Electronic means of teaching foreign languages to students: The experience of development and approbation,* Publishing house of KNLU, Kyiv, Ukraine, (in Ukrainian).

Clark, R. and Mayer, R. E. (2011). *E-learning and the science of instruction: proven guidelines for consumers and designers of multimedia learning* [2nd edition]. San Francisco: Pfeiffer, XVI, 476 p. doi:10.1002/9781118255971

Dronov, V. (2009). "Information and education environment of the XXl century", *Vestnik obrazovaniya*, vol. 15, pp. 44-52, (in Russian).

El Mansour, B. and Mupinga, D.M. (2007). "Students' positive and negative experiences in hybrid and online classes". *College Student Journal*, *41 (1) 242-248*, [Online], available at: https://d2l.pdx.edu/d2l/lor/viewer/ viewFile.d2lfile/6605/824/modules/2-planning/3-teaching-online/1-online-learning-facilitation/ articles/Mansour_and_Mupinga.pdf (Accessed 7 May 2019).

Fong, W.W. (2011). "From Web 2.0 to Classroom 3.0." In: Kwan R., Fong J., Kwok L., Lam J. (eds) Hybrid Learning. ICHL 2011. *Lecture Notes in Computer Science,* vol 6837. Springer, Berlin, Heidelberg. doi: 10.1007/978-3-642-22763-9_28

Fu, J., Sh. (2013). "ICT in Education: A Critical Literature Review and Its Implications". *International Journal of Education and Development using Information and Communication Technology (IJEDICT),* 9 (1), [Online], available at: https://files.eric.ed.gov/fulltext/EJ1182651.pdf (Accessed 10 May 2019).

Gaebel, M., Kupriyanova, V., Morais, R. and Colucci, E. (2014). E-learning in European Higher Education Institutions, [Online], available at: https://eua.eu/downloads/publications/e-learning%20in%20european%20higher %20education%20institutions%20results%20of%20a%20mapping%20survey.pdf (Accessed 15 May 2019).

Hernandez, R., M. (2017). "Impact of ICT on Education": *Challenges and Perspectives Propósitos y Representaciones Ene.* - Jun. 2017, [Online], Vol. 5, № 1: pp. 325-347, available at: http://dx.doi.org/10.20511/pyr2017.v5n1.149 (Accessed 12 May 2019).

Information communication technologies of teaching: psychological, pedagogical and didactic aspects of implementation : proceedings of scientific and practical Internet conference, Kirovograd, 2011, [Online], available at: http://timso.koippo.kr.ua/blogs/index.php/Internet-konferencia (in Ukrainian) (Accessed 10 May 2019).

Johnson, M. (2011). "Adult learners and technology: how to deliver effective instructions and overcome barriers to learning", [Online], available at: http://www.umsl.edu/~wilmarthp/modla-links-2011/Adult-Learners-And-Technology.pdf (Accessed 15 May 2019).

Katz, J. (2013). *"The Three-Block Model of Universal Design for Learning Implementation in a High School".* CJEAP, p.141, [Online], available at: https://journalhosting.ucalgary.ca/index.php/cjeap/article/view/42841/30698 (Accessed 12 May 2019).

Koval, T., Sysoyeva, S. and Suschenko, L. (2009). *Teaching higher school educators: informational technologies in education*, Editing department of KNLU, Kyiv, Ukraine, (in Ukrainian).

Lawrence, T. (2010). "*ICTs for Modern Educational and Instructional Advancement: New Approaches to Teaching*", NY: Hershey, New York, USA.

Nikolayeva, S., Mayer, N., Chernysh, V. et al. (2015). "*Modern technologies of teaching foreign languages and cultures in secondary and higher educational institutions*", Lenvit, Kyiv, Ukraine, (in Ukrainian).

Nimatulayev, M. (2012). "The need of modern design information educational environment based on didactic opportunities of web-technology", *Standarty i monitoring v obrazovanii*, vol. 3, pp. 27-29, (in Russian).

Pankratova, O. (2012). "Realization of the competence approach in forming an information educational environment in higher school (by the example of the Stavropol state university)", *Standarty i monitoring v obrazovanii 3*, pp. 42-45, Russia, (in Russian).

Ratheeswari, K. (2018). Information Communication Technology in Education. May 2018. doi: 10.21839/jaar.2018.v3iS1.169

Rösler, D. (2007), *E-Learning Fremdsprachen: eine kritische Einführung,* Stauffenberg Verlag, 246 S. doi: 10.1515/infodaf-2008-2-384

Yudina, O. and Dybchinska, Ya. (2019). “Model of integrated teaching management core courses in a foreign language using ICT”, *Management and entrepreneurship: trends of development*, 2 (08), pp. 68-76. doi: https://doi.org/10.26661/2522-1566/2019-2/08-06

Rozina, I. (2005). “Pedagogical computer-mediated communication as an applied sphere of communication researches”, *Educational Technology & Society*, vol. 8, Issue 2, pp. 257-264, Russia, (in Russian).

The Law of Ukraine (September 5, 2017) No 2145-VIII "On higher education", [Online], available at: http://www.osvita-konotop.gov.ua/zakon-ukra%D1%97ni-vid-05-09-2017-2145-viii-pro-osvitu.html (Accessed 10 May 2019).

Yevdokimova, M. (2004). *Problems of theory and practice of ICT in teaching foreign languages.* MIET, Moscow, Russia, (in Russian).

Yudina, O., Shavkun, I., Dybchynska, Ya. and Bukharina, L. (2018). “ICT Using in Integrated Teaching Management Core Courses in a Foreign Language”, *ICT in Education, Research and Industrial Applications. Integration, Harmonization and Knowledge Transfer CEUR Workshop Proceedings*, [Online], available at: http://ceur-ws.org/Vol-2105/ (Accessed 15 May 2019).

Zenkina, S. (2007). *Pedagogical basics of orientation of ICT to new learning results*, Moscow, Russia, (in Russian).

МОДЕЛЬ ІНТЕГРОВАНОГО НАВЧАННЯ ФАХОВИХ ДИСЦИПЛІН З МЕНЕДЖМЕНТУ ІНОЗЕМНОЮ МОВОЮ З ВИКОРИСТАННЯМ ІКТ

ЮДІНА ОЛЬГА ВОЛОДИМИРІВНА, *кандидат педагогічних наук, доцент, доцент кафедри ділової комунікації, Запорізький національний університет, м. Запоріжжя*

ДИБЧИНСЬКА ЯНА СТАНІСЛАВІВНА, *кандидат філологічних наук, доцент, доцент кафедри ділової комунікації, Запорізький національний університет, м. Запоріжжя*

Актуальність теми дослідження обумовлена потребою сучасного суспільства у кваліфікованих менеджерах та необхідністю забезпечення ефективної організації процесу фахової та іншомовної підготовки майбутніх фахівців на основі новітніх ефективних педагогічних технологій. Предметом дослідження є методика інтегрованого навчання фахових дисциплін з менеджменту англійською мовою з використанням інформаційно-комунікаційних технологій. Мета – вивчення організаційно-педагогічних умов інтегрованого формування фахової та іншомовної комунікативної компетентностей у майбутніх менеджерів у рамках моделі навчання дисциплін професійної та іншомовної підготовки із застосуванням сучасних інформаційно-комунікаційних технологій. Використання ІКТ у викладанні предметів англійською мовою відкриває нові методологічні перспективи для розробки як дипломних, так і предметних програм для майбутніх менеджерів. Аналіз і порівняння з результатами сучасних досліджень в області інтегрованого навчання з використанням ІКТ та власного педагогічного досвіду в вузі доводять необхідність інтерактивності навчального процесу для забезпечення комунікативного взаємозв'язку всіх учасників. Іншою важливою характеристикою викладання дисциплін англійською мовою з використанням ІКТ є їх технічні характеристики і дидактичні можливості для лекцій, семінарів, практичних занять та індивідуальної роботи. Дослідження дозволило узагальнити досвід впровадження сучасних інноваційних технологій в комплексне викладання основних курсів і іноземних мов. Наукова значущість роботи полягає в дослідженні механізмів застосування інформаційно-комунікаційних технологій в умовах інтегрованого навчання фахових дисциплін іноземною мовою. Практичне значення одержаних результатів дослідження полягає у створенні моделі інтегрованого навчання фахових дисциплін з менеджменту англійською мовою з використанням інформаційно-комунікаційних технологій.

Ключові слова: інформаційно-комунікаційні технології, фахова компетентність, іншомовна комунікативна компетентність, модель інтегрованого навчання.

МОДЕЛЬ ИНТЕГРИРОВАННОГО ОБУЧЕНИЯ ПРОФЕССИОНАЛЬНЫМ ДИСЦИПЛИНАМ ПО МЕНЕДЖМЕНТУ НА ИНОСТРАННОМ ЯЗЫКЕ С ИСПОЛЬЗОВАНИЕМ ИКТ

ЮДИНА ОЛЬГА ВЛАДИМИРОВНА, *кандидат педагогических наук, доцент, доцент кафедры деловой коммуникации, Запорожский национальный университет, г.Запорожье.*
ДЫБЧИНСКАЯ ЯНА СТАНИСЛАВОВНА, *кандидат филологических наук, доцент, доцент кафедры деловой коммуникации, Запорожский национальный университет, г.Запорожье.*

Актуальность темы исследования обусловлена потребностью современного общества в квалифицированных менеджерах и необходимостью обеспечения эффективной организации процесса профессиональной и иноязычной подготовки будущих специалистов на основе новейших педагогических технологий. Предметом исследования является методика интегрированного обучения профессиональным дисциплинам по менеджменту на английском языке с использованием информационно-коммуникационных технологий. Цель – изучение организационно-педагогических условий интегрированного формирования профессиональной и иноязычной коммуникативной компетентностей у будущих менеджеров в рамках модели обучения дисциплинам профессиональной и иноязычной подготовки с использованием современных информационно-коммуникационных технологий. Использование ИКТ в преподавании предметов на английском языке открывает новые методологические перспективы для разработки как дипломных, так и предметных программ для будущих менеджеров. Анализ и сравнение с результатами современных исследований в области интегрированного обучения с использованием ИКТ и собственного педагогического опыта в вузе доказывают необходимость интерактивности учебного процесса для обеспечения коммуникативной взаимосвязи всех участников. Второй важной характеристикой преподавания дисциплин на английском языке с использованием ИКТ является их технические характеристики и дидактические возможности для лекций, семинаров, практических занятий и индивидуальной работы. Исследование позволило обобщить опыт внедрения современных инновационных технологий в комплексное преподавание основных курсов и иностранных языков. Научная ценность работы заключается в исследовании механизмов использования информационно-коммуникационных технологий в условиях интегрированного обучения профессиональным дисциплинам на иностранном языке. Практическое значение полученных результатов состоит в создании модели интегрированного обучения профессиональным дисциплинам на иностранном языке с использованием современных информационно-коммуникационных технологий.

Ключевые слова: информационно-коммуникационные технологии, профессиональная компетентность, иноязычная коммуникативная компетентность, модель интегрированного обучения.

Matvejciuk, L. (2019). "Public administration in the conditions of the development of digital economy and society", *Management and entrepreneurship: trends of development*, 2 (08), pp. 77-87. doi: https://doi.org/10.26661/2522-1566/2019-2/08-07

Received:
1 June, 2019
1st Revision:
24 June, 2019
Accepted:
27 June, 2019

UDC: 351.71: 004

DOI https://doi.org/10.26661/2522-1566/2019-2/08-07

**Author email: sla.kpnu@gmail.com*

PUBLIC ADMINISTRATION IN THE CONDITIONS OF THE DEVELOPMENT OF DIGITAL ECONOMY AND SOCIETY

LIUDMYLA MATVEJCIUK, *Doctor of Sciences in Public Administration, PhD of Economic Sciences, professor at the Department of Tourism and Hotel and Restaurant Affairs, Ivan Ohienko Kamianets-Podilsky National University, City of Kamianets-Podilskyi, ORCID ID:* https://orcid.org/0000-0002-2989-6002

Abstract. The **purpose** of this paper is to study public administration in the context of the development of the digital economy and society. The basis of the **methodology** of the study is a systematic approach, using general scientific and special methods of scientific research. The categorical-conceptual apparatus of public administration is investigated, the author's interpretation of the definition is formed; digitalization is highlighted as one of the influential factors of the effectiveness of public administration; The evolutionary stages of the development of public administration are proposed: state administration → public administration → digital public administration, and digital public administration is considered as an innovative model of interaction between public authorities and digital society participants, built on the use of ICT and electronic communication channels. Electronic governance as an innovative form of public administration using ICT is highlighted; the materials of the UN research on the technological maturity of the countries in the field of e-government according to the index of development of the e-government have been analyzed, Ukraine's significant lagging rating has been identified, the research on the best practices of e-government leaders has been substantiated, including post-Soviet countries for decision-making in the field of public administration, and the formation of a state policy on the development of a digital government. The applied aspects of the development of digital Ukraine, which have been implemented in recent years, have been described, those include: strategic and normative documents, and state digital platforms. The next stage of digitalization of public administration is highlighted - the association of state information resources, the provision of integrated electronic services; the necessity of development of digital public administration is substantiated. **The scientific significance** of the paper is to study the process of development of public administration in the conditions of the digital economy and society. As **conclusion**, the necessity of the development of digital public administration as the basic precondition for the development and integration of the domestic digital economy into the global digital market has been substantiated. In practice, digitalisation of public administration will improve the quality of service for citizens and business and increase the openness, transparency and efficiency of public bodies.

Key words: public administration, digital economy, digital public administration, e-government
JEL Classification: H11

INTRODUCTION

The development of digital society and economy requires new forms, methods, and tools in all spheres, including the sphere of government which underwent essential evolution due to the development of democracy, civil society and transformed into public administration. The study of theoretical and practical issues in the implementation побудови of digital public administration is important in the process of state-management reforms that are taking place in Ukraine today.

LITERATURE REVIEW

The scientific direction of public administration was investigated by M. M. Bilynska, V. S. Zagorskyi, I. Y. Malyi, N.I.Obushna, O.Yu. Obolenskyi, T.B. Semenchuk, O.V. Serov, O.V. Sosin, S.O. Teleshun, and S.K. Chernov Some aspects of digitalisation of public administration were reflected in the publications of O.V.Karpenko, V. S. Kuibida, and V.V. Namestnyk. Issues of electronic govenment, development of government activities in digital format are addressed by researchers O. A. Baranova, S.V. Dzyuba, P.S. Klimushyna, M.V. Makarova, A.I. Semenchenko, S.A. Chukut and others. Despite the significant range of scientific developments the current direction напрям it is not sufficiently investigated and needs more attention from the standpoint of its current relevance.

PAPER OBJECTIVE

The purpose of this paper is to study public administration in the field of digital economy and society.

RESULT AND DISCUSSION

In the process of establishing a digital society, the effectiveness of public administration increasingly contributes to the implementation of information and communication technologies (hereinafter – ICT) and the use of the Internet. The current stage of development of state governance is public administration, which is oriented towards the realization of public interests, as well as public administration and public institutions.

In order to understand the concept of public administration, it should be noted that as an object of scientific perception it is a complex and multiple phenomenon, influenced by the political system and the interaction of different elements of the social system and society. Here are some examples offered by the definition of “public administration” (Table 1).

Table 1

Approaches to the definition of “public administration”

Author	*Public administration*
1	2
V.D. Bakumenko O.O. Krasnorutskyi (2018)	– a kind of social activity implemented by the system of public authorities in the spheres of public administration and local self-government
O.Yu. Obolenskyi (2009)	– management carried out on the basis of the will of the community (members of the public) and implemented by community-defined actors to meet the needs and objectives of the community as an object of management

Table 1 continuation on the next page

Table 1 continuation

1	2
T. B. Semenchuk (2013)	– interaction of public authorities with society in the form of the implementation of specific government functions in order to ensure the socio-political effect
S.I. Chernov S.O. Haiduchenko (2014)	– organizational and regulatory influence of the state on the social life of people with the aim of its organization, preservation or transformation, based on the state power that restricts effective public control

Investigating the categorical-conceptual apparatus of public administration O.V. Serov (2016) believes that public management is implemented in the following conditions:

- decentralization of public administration on the basis of a combination of market and state mechanisms of regulation of social and economic processes;
- transition to a polycentric system of public administration, management, and decision-making;
- management of state-owned enterprises and institutions on the basis of combined administrative and economic methods of influence and economic activity based on market mechanisms;
- self-management of organizational formations of the non-state sector on the principles of their functioning as open social-oriented systems in interaction with the external environment;
- formation of an organizational market-entrepreneurial culture that systematizes the key features of the organization of innovative management of socio-economic objects and processes.

According to N.I. Obushna (2015), the basis of public administration is the concept that follows from the close relationship between politics and law, governance and power, the political system and society as a whole, as well as the interaction of society with various elements of the social system. The scholar believes that public administration arises as a result of a certain social contract between the state and society, and distinguishes its characteristic features, namely: ensures the interaction of interests of the state and the people; relies on the state power, backed up and guaranteed by it; involvement of society in socio-economic and public, social, and political processes; extends to the whole of society and beyond its borders in the field of international politics, the state exercises systemic quality of public administration; it operates within the bounds of the rule of law, due to the legally regulated and practically functioning mechanism of society control of all state power bodies and local self-government; public administration operates systematically, combining the functioning of such structures as the mechanism of the state, state apparatus, public service and public manifestations of society. In the author’s opinion, the distinguishing features of the state administration are the advantages of the administrative and organizing influence of the state which is not sufficiently based on the public sector.

In 2018, the scientific world was introduced to the Terminological Dictionary published by the National Academy of Public Administration under the President of Ukraine, where the concept under study is interpreted as follows: “public administration is the activities of state administration, local authorities, private sector representatives and civil society institutions within the statutory powers and functional responsibilities (planning, organization, management, coordination and control) regarding the formation and implementation of administrative decisions of public interest, development politicy of the state and its administrative territorial units” (Kujbida, V. S., Bilinska, M. M., Petroye O. M. et al., 2018).

Summing up the aforementioned, in our opinion, interaction of public authorities with society through public participation in the development and implementation of the state policy is characteristic of public administration. Public administration should be understood as the functioning of the system of state authorities, local self-government, civil society organizations, and civil society actors with a view to implementing the state policy on sustainable development of the country. Well-functioning effective interaction between these institutions serves as a pledge of high-quality public policy. Particularly relevant, at the present stage of development of public administration, is the building of partnership relations between government bodies and public organizations. Public administration should ensure the interaction of the state and society in order to involve citizens in participation in socio-political, socio-economic development processes.

Having said that, public administration is a continuation of the development of state governance, one of its evolutionary stages, I.J. Malyi (2017) – representative of the national science – points out that the need to ensure the intensity and effectiveness of state governance has led to the introduction of public administration (New Public Management), reflecting the implementation of principles such as transparency, publicity, openness and democracy, the target orientation of management activities, and the evaluation of its effectiveness. The researcher states that globalization, networking and innovation radically alter the functions of the state in solving global and other problems of humanity.

To the abovementioned factors that have an impact on the formation of public administration and the changing functions of the state should be added digitalization, which today rapidly penetrates into all spheres of life. The rapid development of information and communication technologies and significant achievements of IT spheres generate digital society and economy, and their digital globalization takes place. Under these conditions, the digitalisation of the activities of public bodies is taking place. According to scholars V.S. Kubaida, O.V.Karpenko, V.V. Namestnik (2018), digital governance will be perceived as a digital implementation of public administration (digital form of public governance), which will be another stage of the evolutionary introduction of information and communication technologies into the activities of public authorities ("Informatization of Public Administration" → "Electronic Governance" → "Digitalization of Public Governance").

Research and development of the digitalization of public administration is now at the periphery of the scientific community engaged in "public administration". In the early 2018, the following definitions were introduced into scientific circles: digitalization of public governance - a leap-like process of digital transformation of public governance into digital governance (digital administration); digital governance – a service-oriented organization of the functioning of the system of public governance (management) on the basis of digital technologies (Kujbida, Karpenko and Namestnik, 2018). It should be noted that the categorical-conceptual apparatus of the area in question is constantly updated and revised in the light of the development of society. In our opinion, the evolutionary development of public administration can be represented as follows: state governance → public administration → digital public administration, while we propose to consider the digital public administration as an innovative model of interaction of public bodies with participants of the digital society built on the use of ICT and electronic communication channels.

Consequently, under the conditions of the development of the digital economy and society, the next evolutionary stage of public administration is digital public administration. With regard to public administration during the development of the digital society and economy, the technology of "e-governance" (hereinafter - e-government) occupies a special place among the new innovative technologies. E-government is the adaptation of public administration to the conditions of the society of digital technologies through the establishment of interaction between the authorities proper, citizens and business through the use of modern ICTs and the Internet. According to the Concept of e-Government Development in Ukraine, adopted in September 2017, "e-government is a form of public administration that promotes the efficiency, openness, and transparency of government bodies and local governments through the use of information and telecommunication technologies for the formation of a new type of state, oriented to meet the needs of citizens" (Cabinet of Ministers of Ukraine, 2017). As stated in the Concept, the introduction of e-governance is a prerequisite for building an effective digital economy and digital market in Ukraine and its further integration into the EU Digital Single Market Strategy.

Exploring the world-wide practice of using ICT has revealed that governments are increasingly turning to digital technology; in developed countries, the number of jobs with active use of ICTs is higher in the government rather than business sector. The existing problem, called the digital divide, separates information-developed and information-backward countries, with digital inequality in the field of public administration. Information sources for research on the development of this area are the UN materials on the development of e-government in the countries of the world, which is published once every two years. The leading indicator of the state's maturity in the field of e-governance is the E-Government Development Index (EGDI), which is formed on the basis of three indexes: Online Services Index (OSI), Telecommunication Infrastructure Index (TII) and human capital (Human Capital Index, HCI) (Department of Economic and Social Affairs, United Nations, 2016).

In the studies of the Department of Economic and Social Development of the United Nations, the countries are grouped by the EGDI, the results of relevant studies in recent years are given in Table 2. According to the changes in indicators for 2014-2018, it should be noted that the number of countries with very high and high EGDI has grown and a significant reduction of the low EGDI group, indicating the global tendency in the development of e-governance.

Table 2

Number of countries grouped by e-governance development index (EGDI)

EGDI	*Number of countries \ %*		
	2018	*2016*	*2014*
Very high EGDI (more than 0,75);	40 \ 21%	29 \ 15%	25 \ 13%
High EGDI (between 0,5 and 0,75);	71 \ 37%	65 \ 34%	62 \ 32%
Medium EGDI (from 0,25 to0,5);	66 \ 34%	67 \ 35%	74 \ 38%
Low EGDI (Less than 0,25)	16 \ 8%	32 \ 16%	32 \ 17%

Sources: (Department of Economic and Social Affairs, United Nations 2016, p.108; Department of Economic and Social Affairs, United Nations 2018, p. 84)

According to UN 2018, a total of 40 countries belong to the group with very high EGDI, which is 21% of the total number of countries in the world. The largest group of countries (71) is a group with a high e-government development index (37%), and with an average EGDI of 66 countries (34%). The low EGDI group includes 16 countries, accounting for 8% of the total number of countries. The highest average is in Europe (0.7727), while the countries of America have 0.5898; Asia - 0.6779; Oceania - 0,4611; and Africa - 0,3423 (2018, p. 92).

Ukraine joined the group with high EGDI (between 0.5 and 0.75), ranking 68th among 71 countries and 82nd in the overall ranking. It should be noted that five post-Soviet countries: Estonia, Russia, Belorussia, Kazakhstan. and Lithuania belong to the group with the highest coefficient - more than 0.75. The leaders in this rating are Denmark, Australia, and Korea (Table 3).

Table 3

E-Government Development Index for 2018, 2016, 2014

Country	*2018*		*2016*		*2014*	
	Rating place	E-Government Development Index	Rating place	E-Government Development Index	Rating place	E-Government Development Index
Denmark	1	0.9150	9	0.8510	16	0.8162
Australia	2	0.9053	2	0,9143	2	0,9103
Korea	3	0.9010	3	0,8915	1	0,9462
UK	4	0.8999	1	0,9193	8	0,8695
Sweden	5	0.8882	6	0.8704	14	0.8225
Finland	6	0.8815	5	0,8817	10	0,8449
Singapore	7	0.8812	4	0,8828	3	0,9076
New Zealand	8	0.8806	8	0.8653	9	0.8644
France	9	0.8790	10	0.8456	4	0.8938
Japan	10	0,8783	11	0.8440	6	0.8874
….						
Estonia	16	0.8486	13	0,8334	15	0,8180
Russia	32	0.7969	35	0,7215	27	0,7296
Belarus	38	0.7641	49	0,6625	55	0,6053
Kazakhstan	39	0.7597	33	0,7283	28	0,7283
Lithuania	40	0.7534	23	0,7747	29	0,7271
Ukraine	82	0,6165	62	0,6076	87	0,5032
….						
Somalia	193	0.0566	193	0.0270	193	0,0139

Sources: (Department of Economic and Social Affairs, United Nations 2014; Department of Economic and Social Affairs, United Nations 2016; Department of Economic and Social Affairs, United Nations 2018)

A certain lagging behind of the countries with developing economies from leading nations indicates the need for effective institutional support to encourage development in this direction. The successful use of ICT and modern communication channels in the field of public administration depends on many factors, namely: political, regulatory, organizational, economic, public, informational, and social. Therefore, the priority for today's researchers is to study the best practices of e-government leaders, including the countries of the post-Soviet space for decision-making in the field of public administration, the formation of a state policy on the development of a digital government.

Estonia deserves special attention, in recent years it has been the leader of international ratings on the use of ICTs: 1) according to the UN, it is one of the top 20 leaders in the world as to **e-**government development index (EGDI), 2) according to the WEF, it is ranked 25th in the world. according to the NRI – network readiness index and is a leader among the countries of Central and Eastern Europe. It should be noted that the country has the main portal of the electronic state – www.eesti.ee, which is the only access point for citizens and business structures to government and municipal electronic services. This single Government Gateway provides execution of various transactions by users with the state. It should be noted that Estonia has managed to achieve such success thanks to the state support and focus on the development of information and communication technologies when setting the priority tasks of the government and society.

CONCLUSION

In recent years, a system of measures has been developed in Ukraine to intensify the processes of forming a digital society. But despite this, there are a number of issues that are come to the fore in the context of the political crisis. Under these conditions, the role of the state is strengthened, it not only defines the development strategy, the rules of functioning and interaction of the participants in the digital society and the economy, but also creates incentives to launch the digital processes in the country.

To obtain digital dividends by Ukrainian society, one of the priority tasks is to create a modern institutional design of the public administration system by digitizing its functions. In turn, digital transformations in the field of public administration are aimed at improving the quality of service for citizens and businesses and increasing the openness, transparency, and efficiency of public bodies. In addition, the development of digital public administration is a prerequisite for the development of a digital economy in Ukraine and its further integration into the global digital market.

REFERENCES

Bakumenko V.D. and Krasnoruckij O.O. (2018). *Predmetna sistemologiya publichnogo upravlinnya ta administruvannya* [Subject systemology of public administration and administration]. *Publichne upravlinnya HHI stolittya: svitovi praktiki ta nacionalni perspektivi :* zb. tez XVIII Mizhnar. nauk. kongresu, 26 kvitnya 2018 r. Harkiv : Vid-vo HarRI NADU «Magistr», pp.386-388. (in Ukrainian) [Online], available at: http://kbuapa.kharkov.ua/e-book/conf/2018-1/2018_01.pdf#page=386 (Accessed 15 March 2019).

Cabinet of Ministers of Ukraine (2017). "Concept of e-government development in Ukraine": Resolution on 20 September 2017 No. 649-r (in Ukrainian) [Online], available at: https://zakon.rada.gov.ua/laws/show/649-2017-%D1%80. (Accessed 12 Jan 2019).

Cabinet of Ministers of Ukraine (2018). "The concept of development of the digital economy and society of Ukraine for 2018-2020": Resolution on 17 January 2018 No. 67-r. (in Ukrainian) [Online], available at: http://zakon.rada.gov.ua/laws/show/67-2018-%D1%80. (Accessed 12 Jan 2019).

Cabinet of Ministers of Ukraine (2019). "Issues on digital development": Resolution on 30 January 2019 No. 56] (in Ukrainian) URL: https://www.kmu.gov.ua/ua/npas/deyaki-pitannya-cifrovogo-rozvitku. (Accessed 15 March 2019).

Chernov, S., Voronkova, V., Banakh, V., Sosnin, O., Zhukauskas, P., Vvainkhardt, Y., Andriukaitene, R. and others (2017). *Publichne upravlinnia ta administruvannia v umovakh informatsiinoho suspilstva: vitchyznianyi i zarubizhnyi dosvid* [Public administration and administration in the conditions of the information society: domestic and foreign experience], Zaporizhzhia: ZDIA, 606 p. (in Ukrainian and English).

Chernov, S.I. and Gajduchenko, S.O. (2014). *Tekst lekcij z disciplini «Publichne administruvannya»* [Text of lectures on discipline "Public administration"], Hark. nac. un-t misk. gosp-va im. O.M. Beketova. Kharkiv: HNUMG, 97 p., (in Ukrainian).

Derzhavna auditorska sluzhba [The State Audit Service of Ukraine] (in Ukrainian) URL: http://audit.gov.ua./ (Accessed 15 March 2019).

E-Government Survey 2014. E-Government for the Future We Want, Department of Economic and Social Affairs, United Nations, New York, 264 p.

E-Government Survey 2016. E-Government in Support of Sustainable Development, Department of Economic and Social Affairs, United Nations, New York, 219 p.

E-Government Survey 2018. Gearing E-Government to support transformation towards sustainable and resilient societies, Department of Economic and Social Affairs, United Nations, New York, 270 p.

Kovbasyuk, Yu. V. and others (2011). *Enciklopediya derzhavnogo upravlinnya* [Encyclopedia for Public Administration], Kiyiv: Nacionalna akademiya derzhavnogo upravlinnya pri Prezidentovi Ukrayini, vol.8, 630 p. (in Ukrainian).

Kujbida, V. S., Bilinska, M. M., Petroye O. M. and others (2018). *Publichne upravlinnya : terminol. slovnik* [Public Administration : dictionary of term], Kiyiv: NADU, 224 p. (in Ukrainian).

Kujbida, V.S., Karpenko, O.V. and Namestnik, V.V. (2018). “Digital governance in Ukraine: basic definition of the concept-categorical apparatus”. *Visnik Nacionalnoyi akademiyi derzhavnogo upravlinnya pri Prezidentovi Ukrayini*. Seriya «Derzhavne upravlinnya». Kiyiv: NADU, issue 1, pp.5-10, (in Ukrainian).

Law of the Verkhovna Rada of Ukraine on 5 October 2017 No. 2155-VIII (2017). “On the electronic trust services” [Online], available at: https://zakon.rada.gov.ua/laws/show/2155-19. (Accessed 20 Feb 2019).

Malij, I.M. (2017). “Genesis of publik management and administration in Ukraine”. *Investiciyi: praktika ta dosvid*, no. 24, pp.17-21, (in Ukrainian).

Minenko, M.A. (2013). “Transformation of the governance info modern model of regulation of the society”. *Derzhavne upravlinnya: udoskonalennya ta rozvitok: Elektronne fahove vidannya*, (in Ukrainian) [Online], available at: http://www.dy.nayka.com.ua/?op=1&z=581. (Accessed 9 March 2019).

Obolenskij, O. Yu. and Melnik, A.F. (2009). *Derzhavne upravlinnya: pidruchnik* [Public administration: a textbook], Kiyiv: Znannya, 582 p., (in Ukrainian).

Obushna, N. (2015). “Public management as a new model of public administration in Ukraine theoretical aspect”. *Efektivnist derzhavnogo upravlinnya: zbirnik naukovih prac*, issue 44, pp. 53-63 (in Ukrainian) [Online], available at: http://www.lvivacademy.com/vidavnitstvo_1/edu_44/fail/ch_1/8.pdf. (Accessed 20 Feb 2019).

Semenchuk, T.B. (2013). “The essence of the category “Public administration” and the preconditions for its formation”. *Visnik ekonomiki transportu i promislovosti: zb. nauk.-prakt. st. Ukr. derzh. akad. zaliznich. transp.*, Kharkiv: UkrDA, no. 42, pp.385-390, (in Ukrainian).

Syerov, O.V. (2016). “Terminological analysis of software categorial-conceptual apparatus in the field of knowledge “Public Management and Administration”. *Derzhavne upravlinnya: teoriya ta praktika*, issue 2, pp.15-23, (in Ukrainian).

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

Бакуменко В.Д., Красноруцький О.О. Предметна системологія публічного управління та адміністрування. *Публічне управління XXI століття: світові практики та національні перспективи* : зб. тез XVIII Міжнар. наук. конгресу, 26 квітня 2018 р. Харків : Вид-во ХарРІ НАДУ «Магістр», 2018. С.386-388. URL: http://kbuapa.kharkov.ua/e-book/conf/2018-1/2018_01.pdf#page=386 (дата звернення: 12.03.2019).

Державна аудиторська служба. URL: http://audit.gov.ua./ (дата звернення: 15.03.2019).

Деякі питання цифрового розвитку: Постанова Кабінету Міністрів України від 30 січня 2019 р. № 56. URL: https://www.kmu.gov.ua/ua/npas/deyaki-pitannya-cifrovogo-rozvitku. (дата звернення: 15.03.19).

Matvejciuk, L. (2019). “Public administration in the conditions of the development of digital economy and society”, *Management and entrepreneurship: trends of development*, 2 (08), pp. 77-87. doi: https://doi.org/10.26661/2522-1566/2019-2/08-07

Енциклопедія державного управління / редкол.: Ю. В. Ковбасюк та ін. Київ: Національна академія державного управління при Президентові України, 2011. Т. 8. 630 с.

Концепція розвитку електронного урядування в Україні: Розпорядження Кабінету Міністрів України від 20 вересня 2017 р. № 649-р. URL: https://zakon.rada.gov.ua/laws/show/649-2017-%D1%80. (дата звернення: 12.01.2019).

Концепція розвитку цифрової економіки та суспільства України на 2018-2020 роки: Розпорядження Кабінету Міністрів від 17 січня 2018 р. № 67-р. URL: http://zakon.rada.gov.ua/laws/show/67-2018-%D1%80. (дата звернення: 12.01.2019).

Куйбіда В.С., Карпенко О.В., Наместник В.В. Цифрове врядування в Україні: базові дефініції понятійно-категоріального апарату. *Вісник Національної академії державного управління при Президентові України. Серія «Державне управління»*. Київ: НАДУ, Випуск 1. 2018. С.5-10.

Малий І.М. Генетиза публічного управління і адміністрування в Україні. *Інвестиції: практика та досвід*. № 24. 2017. С.17-21.

Міненко М.А. Трансформація системи державного управління в сучасні моделі регулювання суспільства. *Державне управління: удосконалення та розвиток: Електронне фахове видання* URL: http://www.dy.nayka.com.ua/?op=1&z=581. (дата звернення: 9.03.2019).

Оболенський О. Ю., Мельник А.Ф. Державне управління: підручник. Київ: Знання, 2009. 582 с.

Обушна Н. Публічне управління як нова модель організації державного управління в Україні: теоретичний аспект. *Ефективність державного управління: збірник наукових праць*. 2015. Вип. 44. С.53-63. URL: http://www.lvivacademy.com/vidavnitstvo_1/edu_44/fail/ch_1/8.pdf. (дата звернення: 20.02.2019).

Про електронні довірчі послуги : закон України Закон України від 05.10.2017 № 2155-VIII. URL: https://zakon.rada.gov.ua/laws/show/2155-19. (дата звернення: 20.02.2019).

Публічне управління та адміністрування в умовах інформаційного суспільства: вітчизняний і зарубіжний досвід / За заг. ред. С.Чернов, В. Воронкова, В. Банах, О. Соснін, П. Жукаускас, Й. Ввайнхардт, Р. Андрюкайтене. Запоріжжя: ЗДІА, 2017. 606 с.

Публічне управління: термінол. слов / В. С. Куйбіда, М. М. Білинська, О. М. Петроє та ін. Київ: НАДУ, 2018. 224 с.

Семенчук Т.Б. Сутність категорії «Публічне адміністрування» та передумови її формування. *Вісник економіки транспорту і промисловості*: зб. наук.-практ. ст. Укр. держ. акад. залізнич. трансп. Харків: Вид-во УкрДАЗТ, № 42, 2013. С.385-390.

Сєров О.В. Аналіз термінологічного забезпечення категорійно-понятійного апарату в галузі знань «Публічне управління й адміністрування» *Державне управління: теорія та практика*. Випуск 2 . 2016. С.15-23.

Чернов С.І., Гайдученко С.О. Текст лекцій з дисципліни «Публічне адміністрування» (для студентів всіх форм навчання за спеціальністю 7.03060101, 8.03060101 «Менеджмент організацій і адміністрування (за видами економічної діяльності» / Харк. нац. ун-т міськ. госп-ва ім. О.М. Бекетова. Харків: ХНУМГ, 2014. 97 с.

E-Government Survey 2014. E-Government for the Future We Want \ Department of Economic and Social Affairs. United Nations. New York, 2014. 264 p.

E-Government Survey 2016. E-Government in Support of Sustainable Development / Department of Economic and Social Affairs. United Nations. New York, 2016. 219 p.

E-Government Survey 2018. Gearing E-Government to support transformation towards sustainable and resilient societies / Department of Economic and Social Affairs. United Nations. New York, 2018. 270 p.

ПУБЛІЧНЕ УПРАВЛІННЯ В УМОВАХ РОЗВИТКУ ЦИФРОВОЇ ЕКОНОМІКИ ТА СУСПІЛЬСТВА

МАТВЕЙЧУК ЛЮДМИЛА ОЛЕКСАНДРІВНА, *доктор наук з державного управління, кандидат економічних наук, доцент, професор кафедри туризму та готельно-ресторанної справи Кам'янець-Подільського національного університету ім. Івана Огієнка, м. Кам'янець-Подільський*

Актуальність даного дослідження зумовлена реформуванням сфери державного управління та його адаптація до умов суспільства цифрових технологій. Предметом дослідження є теоретичні та прикладні аспекти цифрового публічного управління. Метою наукової статті є дослідження публічного управління в умовах розвитку цифрової економіки та суспільства. В основу методології дослідження було покладено системний підхід, використовувались загальнонаукові і спеціальні методи наукових досліджень. Наукова значущість роботи полягає в дослідженні процесу розвитку публічного управління в умовах цифрової економіки та суспільства. У статті досліджений категоріально-концептуальний апарат публічного управління, сформована авторська інтерпретація визначення; цифровізація виділяється як один з впливових факторів ефективності державного управління. Запропоновано еволюційні етапи розвитку державного управління: державне управління → публічне управління → цифрове публічне управління, при цьому цифрове публічне управління пропонується розглядати як інноваційну модель взаємодії державних органів та учасників цифрового суспільства, побудовану на використанні ІКТ та електронних каналів зв'язку. В ході дослідження проаналізовано матеріали ООН, що стосуються технологічної зрілості країн в сфері електронного уряду, згідно з індексом розвитку електронного уряду, при цьому виявлено значне відставання України за відповідним рейтингом. Як висновок аргументована необхідність розвитку цифрового публічного управління, як базової передумови для розбудови та інтеграції вітчизняної цифрової економіки до світового цифрового ринку. На практиці цифровізація публічного управління сприятиме покращення якості обслуговування громадян і бізнесу та підвищенню відкритості, прозорості і ефективності діяльності публічних органів.

Ключові слова: публічне управління, цифрова економіка, цифрове публічне управління, електронний уряд.

ПУБЛИЧНОЕ УПРАВЛЕНИЕ В УСЛОВИЯХ РАЗВИТИЯ ЦИФРОВОЙ ЭКОНОМИКИ И ОБЩЕСТВА

МАТВЕЙЧУК ЛЮДМИЛА АЛЕКСАНДРОВНА, *доктор наук по государственному управлению, кандидат экономических наук, доцент, профессор кафедры туризма и гостинично-ресторанного дела Каменец-Подольского национального университета им. Ивана Огиенко, г. Каменец-Подольский*

Актуальность данного исследования обусловлена реформированием сферы государственного управления и его адаптация к условиям общества цифровых технологий. Предметом исследования являются теоретические и прикладные аспекты цифрового публичного управления. Целью научной статьи является исследование публичного управления в условиях развития цифровой экономики и общества. В основу методологии исследования был положен системный подход, использовались общенаучные и специальные методы научных исследований. Научная значимость работы заключается в исследовании процесса развития публичного управления в условиях цифровой экономики и общества. В статье исследован категориально-концептуальный аппарат публичного управления,

Matvejciuk, L. (2019). “Public administration in the conditions of the development of digital economy and society”, *Management and entrepreneurship: trends of development*, 2 (08), pp. 77-87. doi: https://doi.org/10.26661/2522-1566/2019-2/08-07

сформирована авторская интерпретация определения; цифровизация выделяется как один из влиятельных факторов эффективности государственного управления. Предложены эволюционные этапы развития государственного управления: государственное управление → публичное управление → цифровое публичное управление, а цифровое публичное управление предлагается рассматривать как инновационную модель взаимодействия государственных органов и участников цифрового общества, построенную на использовании ИКТ и электронных каналов связи. В ходе исследования проанализированы материалы ООН, касающиеся технологической зрелости стран в сфере электронного правительства, согласно индексу развития электронного правительства, при этом выявлен значительный отстающий рейтинг Украины. Как вывод аргументирована необходимость развития цифрового публичного управления, как базовой предпосылки для развития и интеграции отечественной цифровой экономики в мировой цифровой рынок. На практике цифровизация публичного управления будет способствовать улучшению качества обслуживания граждан и бизнеса, повышению открытости, прозрачности и эффективности деятельности публичных органов.

Ключевые слова: публичное управление, цифровая экономика, цифровое публичное управление, электронное правительство.

PUBLIC ADMINISTRATION

Received:
29 May, 2019
1st Revision:
21 June, 2019
Accepted:
24 June, 2019

UDC: 332.145

DOI https://doi.org/10.26661/2522-1566/2019-2/08-08

**Author email:* herrukmisepta30@gmail.com

THE GOVERNMENT POLICY'S INFLUENCES ON ENTREPRENEURSHIP AND INCREASING MICRO INDUSTRY INCOME TO REDUCE POVERTY

HERRUKMI SEPTA RINAWATI, *Researcher on Human Research Management, Research and Development Agency, East Java, Indonesia, ORCID ID:* https://orcid.org/0000-0001-8370-7391

Abstract. The existence of Micro, Small, and Medium enterprises in Indonesia is cannot be underestimated. Moreover, it has contributed to the growth of economy. The government, especially Regional Government has established several efforts in developing the influence of Regional Government's policies on entrepreneurship. Thus, this research has **purpose** to know the influence of Regional Government's policies on entrepreneurship to reduce poverty. Afterward, this research is conducted in two regions in Indonesia which are Pamekasan and Tulungagung. The research used mix **method** approach between qualitative and quantitative. The **results** show that the Regional Government put more emphasis on three things. First, capital assistance is considered important because the micro industry is more based on families whose capital is limited. Second, marketing assistance is expected to expand the market reach of the products produced. Capital assistance is carried out with various schemes. Third, the training assistance as well as the fourth assistance for Industrial and Trade (TPL) extension workers. Yet, it found that several assistances provided by the government are insignificant. Hence, the right strategy in developing small industries in Pemekasan and Tulungagung Regencies is to increase attention to policies in terms of capital assistance and capital assistance which still face many obstacles. The obstacles faced are the limited budget for increasing capital assistance and marketing assistance. The ease of access to business assistance sources and the opportunity to participate in product promotion exhibitions is less affected by entrepreneurs. The right strategy in developing small industries in regions under research is to increase attention to policies in terms of capital assistance which still face many obstacles.
Keywords: micro, small and medium enterprises, government policy, regional government, poverty reduction, micro industry income
JEL Classification: D6, O4, Q0

INTRODUCTION

Micro, small, and medium enterprises in Indonesia is a contributor of economic growth. Morrison (2002) as researcher and observer of the small enterprises development stated that small businesses are well recognized and acknowledged worldwide as vital and significant contributors to economic development, job creation, and the general health and welfare of economics, both nationally and internationally. The similar statement has uttered by Mazzarol (2000); Storey (2016) in which small business is a booster for economic growth, innovation incubator and solution to reduce the unemployment in millennium era.

Based on the data from Research Centre Agency in 2012, industry sector has able to employ the labors amount 15.37 million people from 118 million work forces. From the employment by the industry sector, it count about 61,57% are obtained by Small and Medium Enterprises (IKM). In this case, the development of Small and Medium Enterprises is a way to empower the society under weak economy in any field of economics (Liedholm and Mead, 2013). The development of Small and Medium Enterprises should be performed sustainably to reduce the amount of unemployment and will also decrease level poverty.

Liedholm and Mead (2013) then explain further if the effort in developing society through Small and Medium Business formulated by creating programs that agreed by society itself. Then, the determination toward the burden equalization for small industry is based on the assumption of the weak condition’s phenomenon of micro and small enterprises. The weakness of modal, management, human resources, technology, marketing and production quality become the factor that causing the weakness condition of small enterprises. Therefore, the government and other elements’ support in society becomes the key of entrepreneurship development.

From the above exposure, there are several things that should be specific concentration in this research, including: (1) some policies obtained by Regional Government for micro industry to poverty reduction; (2) the influences of Regional Government’s policies toward entrepreneurship for poverty reduction; (3) the influences of Regional Government’s policies in increasing the income of micro industry for poverty reduction; (4) the obstacles in the implementation of Regional Government’s policies for micro industry to increasing entrepreneurship and micro industry income for poverty reduction; (5) the right strategies performed by Regional Government in improving entrepreneurship and micro industry income for poverty reduction.

LITERATURE REVIEW

a. Micro and Small Industry

The government attention toward micro and medium enterprises considered to be less. It can be proved from the way government including that industry into cooperation, rather than single state of industry. Hence, up to 1995, no criteria and regulation regulate small industry. In 1995, the government just issued law number 9 of 1995 about micro industry. The law stated that small industry is depicted as economic activities which are obtained by individual, household, and or certain agency aimed to produce materials or services for commercial. The net wealth should be mostly amounted IDR 200.000.000 excluding land and building for business. Afterward, the proceeds of the sale are not more than 1 billion rupiahs (Article 5).

Micro industry or enterprises is smaller than small industry (Tahi Hamonangan Tambunan, 2011). This term has emerged since 1990s due to the existence of industry which is not far smaller than small industry. In 2008, the government has issued Law Number 20 of 2008 about micro, small, and medium enterprises. In Article 6 verses 1-3 mentions that (1) industry categorized as micro if the investment merely at most fifty millions rupiah and the sales turnover reach three hundred million rupiah, meanwhile it acknowledged as small industry if the investment reach fifty million rupiahs and the sales turnover start from three hundred million rupiah up to two half billion rupiah. The next criteria mentioned in Article 6 verse 3 is about medium enterprises are (1) the investment between five hundred million rupiah and ten billion rupiah and (2) the sales turnover between two half billion million rupiahs and fifty million rupiah.

According to the studies conducted by Mitzerg et al. in Sutojo et al. (1994), mentioned the characteristics or general characteristics for small enterprises are: a) the activities is tend to informal and rarely has enterprise plans; b) the organizational structure is more simple; c) the amount of labors is limited by a loose division of labor; d) most of its industry do not provide separation between personal wealth and company assets; e) the accounting system is not good enough; f) the economic scale is too slight that will difficult to reduce costs; g) the marketing capabilities and market verification is tend to be limited; h) profit margins is too slight.

However, in the implementation of micro and small industry, there are several obstacles face by Micro, Small, and Medium Enterprises, including:

1) Modal Issue: Some industries still depend on the support modal of the government;

2) Marketing Issue: Less coordination which causes bad competition between the similar industries; information to market the product is considered to be less as well;

3) Raw Material Issue: the supply and the price of raw material is inadequate and fluctuates; the low quality of raw material; the payment system or raw material done by cash, while many payment sales are done by credit; the price of raw material is high.

4) Technology Issue: the technology used by Micro, Small, and Medium Enterprise is relatively low; cannot access the information of technology source; the specification of tools is difficult to found.

5) Management Issue: the suitable management and enterprise development are difficult to determine, cause by the less ability and management skill.

6) Partnership Issue: the partnership between micro and small enterprises as well as between medium and large enterprises in the transferring technology is low. It was due to the ineffectiveness of partnership pattern in the small enterprises (Watson et al., 1998; Yusuf, 1995; Baldacchino, 1995).

b. Entrepreneurship

Drucker (1994) defines entrepreneurship as ability to create something new and different. It was in line with Schumpeter explanation in Idrus (Idrus, 1999) in which entrepreneurship is support power in economic growth which formulates new economic combination through (1) new product development; (2) new material source development; (3) accumulate modal sources; (4) introduce new product as well as its functions, and (5) organize and develop new business.

Furthermore, Kobia and Sikalieh (2010) tried to give their statement about entrepreneurship as the process whereby an individual or a group of individual use organized effort and mean to pursue opportunities to create value and grow by fulfilling wants and needs through innovation and uniqueness. In this case, entrepreneur acknowledged as dynamic process and vision, as well as creative development. Meanwhile, enterprise is ability to use organized business to create entrepreneurship value. Hence, entrepreneurship can be concluded as a sequence with enterprise.

Scarborough and Zimmerer in Suryana (2006) has explained eight characteristic such as:

1) Desire for responsibility means that entrepreneur have responsibility for their business;

2) Preference for moderate risk means that entrepreneur tend to choose moderate risk, not the low or high risk;

3) Confidence in their ability in success means that entrepreneur have confidence to be success;

4) Desire for immediate feedback;

5) High level of energy means that the entrepreneur have courage and do hard work to actualize the dreams to be better in future;

6) Future orientation means the entrepreneur should have better perspective and insight;

7) Skill at organizing means the entrepreneur having skill in organize resources to growth the economics;

8) Value of achievement over money means that the entrepreneur is appreciates achievement than money or income.

In addition, Barreira (2010) has added the characteristic of entrepreneurship. He stated that besides as inventor, the entrepreneur also has courage to take a risk moderately, tolerance to the ambiguity and uncertainty and so forth, as stated in the table 1:

Table 1

Characteristics of entrepreneur according to behavioristic community

Num	*Characteristic*	*Num*	*Characteristic*
1.	Innovator	13.	Self-awareness
2.	Leader	14.	Confidence
3.	Moderate risk takers	15.	Tolerance to the ambiguity and uncertainty
4.	Creator	16.	Involved in the long term
5.	Energetic	17.	Initiative
6.	Original	18.	Learner
7.	Persistent	19.	Using resources
8.	Optimistic	20.	Having sensitivity
9.	Oriented to the results	21.	Aggressive
10.	Flexible	22.	Tend to believe to others
11.	Able to seek resources	23.	Money as measurement of appearance
12.	*Need of Achievement* (N-Ach)		

Source: Barreira (2010: 16; cited from Homady, 1982, Nelson, et.al, 1982, Timmons, 1978, dalam Fili on, (1997), Meredith (1996) Gartner (1990); Sahut & Periz-Ortiz (2014).

METHODOLOGY

This research used mix method approach between qualitative and quantitative. There are three concepts that become variables in this research.

1) The regional government policies about Micro, Small, and Medium Enterprises which is refer to the Law Number 20 of 2008 Chapter 5 Article 7:

a. Technical training assistance (X1)
b. Capital assistance (X2)
c. Marketing assistance (X3)
d. Help of extension staff (X4)

2) Entrepreneurship (Y1) which is marked by:

a. Confidence and optimistic
b. Oriented to the task and result
c. Unafraid to take risk and challenge
d. Have power leader
e. Have original and innovative idea
f. Oriented to the future

3) Increased Income (Y2) depicted as achievement achieved by the entrepreneur as reflection to the entrepreneur's ability in generate profit, increase the amount of investment, as well as increasing of the amount of employee in a year.

For the location of the research, it was conducted in Pamekasan and Tulungagung Region based on the reasons: 1) Pamekasan is having a large micro industrial especially in Batik; 2) Tulungagung is having a large micro industrial especially in marble stone and clothes.

Afterward, the method in collecting the data is involving questionnaires to the respondents (in this case are entrepreneur). The questionnaire has been approved by identified the validity and reliability toward research. Interview is also obtained in depth with the government officials in the research's location especially with the Department of Industry and Trade.

In this research, the data used are involving primary and secondary data. The primary data is obtained from sampling of the Batik and clothes micro industrial in the both of research's location. Meanwhile, the populations are involving the entire entrepreneur of Batik and clothes micro industrial in both Pamekasan and Tulungagung. The central sample taken from 10 percentage of the central exist, and each of them then is taken 10 percentage of entrepreneur from the total amount of entrepreneur in the central (Sugiyono, 2014).

RESULT AND DISCUSSION

A. The Regional Government's Policies in Developing the Entrepreneurship

Pamekasan and Tulungagung Government are trying to improve and facilitate its Micro, Small, and Medium Enterprises. There are several steps performed by the Government as the implementation of its strategies. Such as:

1. Technical Training Assistance

The first step that is obtained by the government is giving technical training to the entrepreneur of Micro, Small, and Medium Enterprises. The government has done it clustery and individual. In the Medium Term Development Plan of Pamekasan Government has budget amounted IDR 375.270.000. The budget is used for developing the business support system for Micro, Small, and Medium Enterprises. Meanwhile, Tulungagung Government has budget IDR 700.000.000 to developing science and technology of production system in 90 small and medium industries.

2. Funding Assistance

Pamekasan or Tulungagung government has performed development strategies in the micro financial institution which the member are about 30 people as like women cooperation and others institutions.

In Pamekasan region, the amount of funding assistance is about IDR 80.000.000. Then, in Tulungagung region, the amount of funding assistance given is about IDR 150.000.000. There are several reasons using cooperation as place to revolving loan assistance. Firstly, cooperation is formed by the society and thus the society who are responsible to its development. Secondly, since cooperation is formed by society, hence the administrator and member should come from society itself. Thirdly, trust is needed as primary key in the saving and loan enterprises. The members can borrow in a certain amount, but it should make sure that it will be paid based on the deadline.

3. Marketing Assistance

There are several ways performed by Regional Government to support the marketing. First, Regional Government inserts the entrepreneur information in the official website of Regional Government especially dealing with the superior products of small business. Second, Regional Government held routine promotion every year, particularly in the folk exhibition. The entrepreneurs also ask to involve in the promotion activities by opening stand. Third, Regional Government asks the small and medium enterprises to involve in the exhibition either in province or national. However, in the exhibition held by the non-Government, the government is ready to fund for the promotion. While performing for promotion, besides the relief in the stand payment, the Regional Government also help the making of leaflet, billboard and others electronic media by informing through local radio.

4. Industry and Trade Counseling Assistance

Department of Industry and Trade in each of the region also support the enterprises by giving business counseling. The assistants, more precisely known as extension agents, are visiting to every small and medium enterprise and giving information either technical or principal about modern, measurable and capable toward the changing era.

The Significant Government Policies

The data from this research has shown that there are two from four government policies that is realized well and suitable to the expectation of micro industrial entrepreneur in both Pamekasan and Tulungagung. The two policies are referring to the training and counseling assistance in which it has influence the entrepreneurship of entrepreneur. However, in terms of income increasing is none of them has influenced.

Firstly, the influence of regional government in form of training toward entrepreneurship has proved to be significant. It shown from the count of path coefficient from training assistance toward entrepreneurship is about 0,312 bigger that T-statistic and P-value which are 1,762 and 0,043, respectively.

Secondly, the support of counseling has proved to be significant as well. The result of measurement showed that path coefficient from counseling assistance toward entrepreneurship is about 0,549 bigger than T-statistic and P-value which are 2,475 and 0,009, respectively.

Industrial and trade extension assistance is very beneficial in increasing the knowledge and skills of entrepreneurs and providing a direct and significant influence on the power of leadership owned by entrepreneurs. If it is related to the length of business occupied by entrepreneurs in the micro industry, around 63% of entrepreneurs have pursued their business for more than 5 years and it can be said that they have experience in training and educating employees to the marketing of their products. It all started with perseverance and sincerity of the business leaders in fostering their employees so as to make loyal employees work, as well as support from the government in the form of industrial and trade training and extension assistance.

B. The Influences of Regional Government on Entrepreneurship and Poverty Reduction

1. Confidence and Optimism

In the table 2, the respondents are given several questions about confidence and optimism. Optimism is shown from the desire to rely on its own abilities. Entrepreneur should have strong self-confidence in their business ability, preserver in solving problems, having initiative and patient in accepting the shortcomings of the employees.

Table 2

Confidence and Optimism of the entrepreneur of Micro, Small, and Medium Enterprises

Number	*Statements*	*VD*	*D*	*LA*	*A*	*VA*
1	2	3	4	5	6	7
1	Understanding task and scope of responsibility	-	-	2 (2,2%)	52 (56,5%)	38 (41,3%)
2	Optimism and Independent/do not depend on others	-	-	-	52 (56,5%)	40 (43,5%)

Table 2 continuation on the next page

Table 2 continuation

1	2	3	4	5	6	7
3	Having confidence toward business ability	-	-	2 (2,2%)	56 (60,9%)	34 (37,0%)
4	Persevere in solving problems	-	-	2 (2,2%)	56 (60,9%)	34 (37,0%)
5	Having high initiative in doing works	-	-	2 (2,2%)	54 (58,7%)	36 (39,1%)
6	Energetic in doing works	-	-	-	48 (52,2%)	44 (47,8%)
7	Patient in accepting shortcomings of the employee	-	-	2 (2,2%)	52 (56,5%)	38 (41,3%)

Note:
VD: Very Disagree
D : Disagree
LA: Less Agree
A : Agree
VA: Very Agree

2. Oriented to the Task and Result

In this section, the first question ask to the respondent is that whether entrepreneurs planned and having certain purposes. Most of the respondent agreed that there should be well planned and certain purposes to achieve. Furthermore, respondent also agree that to be an entrepreneur is to be a leader for their employee. Consistency is also needed in doing business, and most of respondent has agreed to it.

Then, to obtain a good result, most of respondent has put their assumption to do evaluation of works' result. It is become primary key for entrepreneur to introspect in case to be succeeded as well as loss.

Table 3

Result of Respondents which are Oriented in Task and Result of the entrepreneur of Micro, Small, and Medium Enterprises

Number	*Statement*	*VD*	*D*	*LA*	*A*	*VA*
1	Always arrange work plan and purpose which want to be achieved	-	-	2 (2,2%)	52 (56,5%)	38 (41,3%)
2	Able to be Leader of the Employee in finishing works	-	-	2 (2,2%)	54 (58,7%)	36 (39,1%)
3	Consistent in work and responsible	-	-	2 (2,2%)	58 (63,0%)	32 (34,8%)
4	Having broad knowledge	-	-	2 (2,2%)	46 (50,0%)	44 (47,8%)
5	Evaluate the result work obtained	-	-	-	58 (63,0%)	34 (37,0%)

3. Dare to Take Risk and Like Challenges

Some entrepreneurs have realized that if they want to step forward, so the target market should not merely limit in their surroundings. But, it has to be reaching out national or even international. Besides, the sensitivity toward trends in market should be taken care of (see in table 4). Thus, it will lead into further innovation and to be more creative.

Table 4

The Entrepreneurs’ Courage to Take Risk and Like Challenges in Micro, Small, and Medium Enterprises

Number	*Statement*	*VD*	*D*	*LA*	*A*	*VA*
1	Consistent in doing what has been planned	-	-	2 (2,2%)	52 (56,5%)	38 (41,3%)
2	Having innovation and oriented to the market	-	-	4 (4,3%)	46 (50,0%)	42 (45,7%)

4. Leadership

Table 5

The Entrepreneur Leadership Power in Micro, Small, and Medium Enterprises

Number	*Statement*	*VD*	*D*	*LA*	*A*	*VA*
1	Having sincerity in training the employee	-	-	2 (2,2%)	60 (65,2%)	30 (32,6%)
2	Humble in accepting suggestion and critics from the employee	-	-	-	44 (47,8%)	48 (52,2%)
3	Giving service and making pleasure for the employee in finishing the work	-	-	-	60 (65,2%)	32 (34,8%)

In table 5 above, each respondent are given three questions dealing with leadership. Most of them are between agree and disagree. However, there is something to be concern more in leadership such as humble characteristic in accepting critics and suggestions.

5. Originality

Originality is ability of entrepreneur to create new things, as like management pattern, products, and market system. Based on table 6, most of respondent acknowledged and performed originality. Thus, originality can be shown from the improvement or variation of the products.

Table 6

Entrepreneurs’ Originality of Micro, Small, and Medium Enterprises

Number	*Statements*	*VD*	*D*	*LA*	*A*	*VA*
1	Have courage to market the product as the result of innovation and creativity	-	-	2 (2,2%)	52 (56,5%)	38 (41,3%)
2	Oriented to the needs of customers	-	-	2 (2,2%)	54 (58,7%)	36 (39,1%)

6. Oriented to the Future

Table 7 show others attitude that is needed for entrepreneurs.

Table 7

Entrepreneurs' Oriented to the Future

Number	*Statements*	*VD*	*D*	*LA*	*A*	*VA*
1	Customers is business partner	-	-	-	46 (50,0%)	46 (50,0%)
2	Open for critics and suggestions from customers	-	-	-	48 (52,2%)	44 (47,8%)
3	No day without further innovation	-	-	2 (2,2%)	46 (50,0%)	44 (47,8%)

Entrepreneurs from Tulungagung and North Sumatra region have agreed that customers are business partners. They also agreed to be open to suggestions and criticism from their customers.

In the Table 8 shows a number of dominant factors of entrepreneurs' characteristics.

Table 8

Entrepreneur's Enterprises

Number	*Characteristics*	*Less*	*Normal*	*High*
1	Confidence and Optimism	4 (4,3%)	56 (60,9%)	32 (34,8%)
2	Oriented to the Result	2 (2,2%)	58 (63,0%)	32 (34,8%)
3	Dare to take risk and like challenges	4 (4,3%)	40 (43,5%)	48 (52,2%)
4	Having Leadership Power	38 (41,3%)	20 (21,7%)	34 (37,0%)
5	Orginalitty	2 (2,2%)	60 (65,2%)	30 (32,6%)
6	Oriented to the Future	38 (41,3%)	8 (8,7%%)	46 (50,0%)

C. The Influences of Regional Government toward Micro Industrial Income Increased

All indicators used in this research including training assistance (x1), marketing assistance (x2), capital assistance (x3), counseling assistance (x4), entrepreneurship (y1), and income increasing (y2) has proved to be significant. It also shows that each indicator can explain the characteristics of each variable.

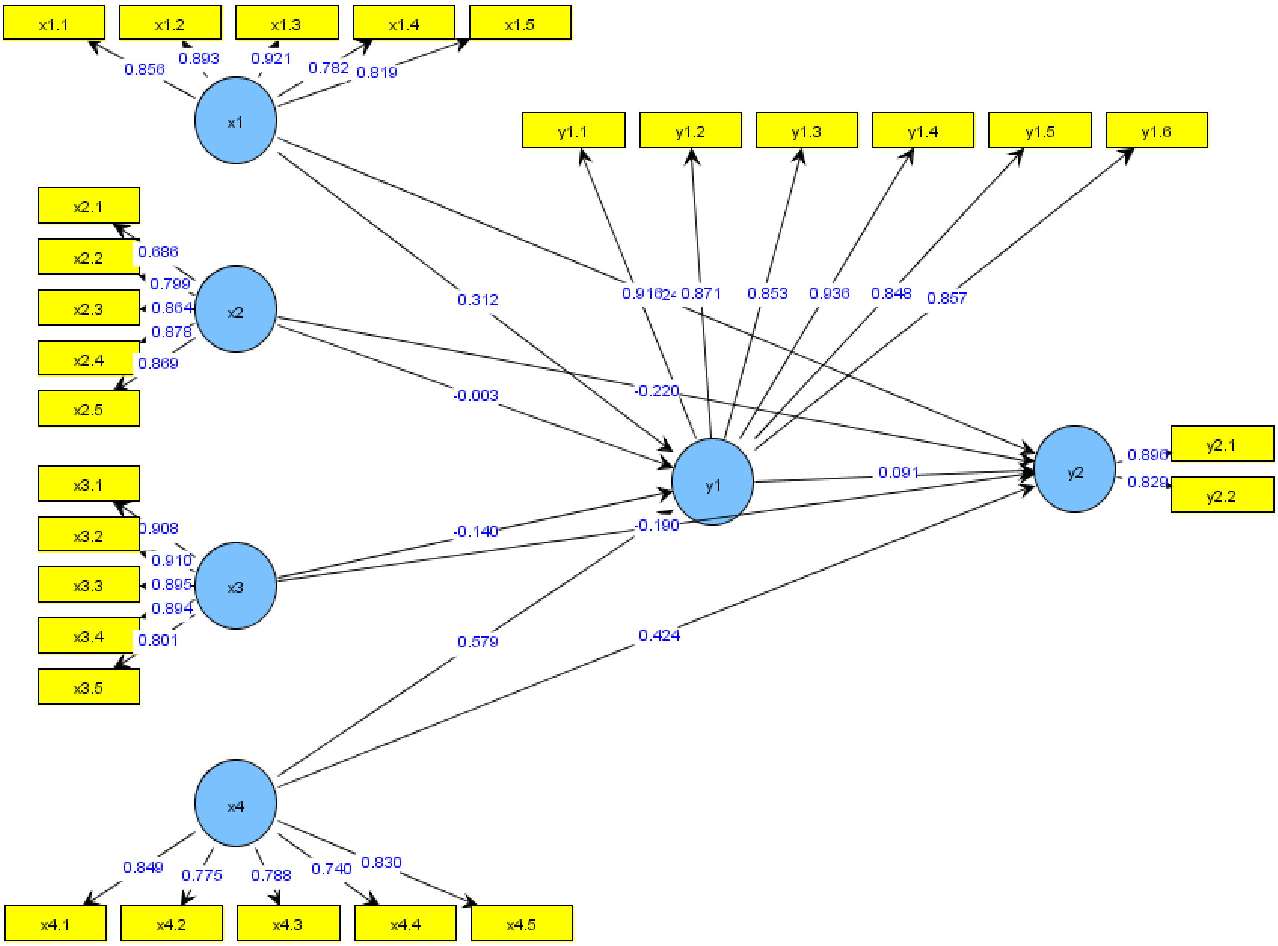

Figure 1. PLS Final Model

Table 9

The measurement per item of indicator

	Original sample estimate	*mean of subsamples*	*Standard deviation*	*T-Statistic*	*p-value*	*Note*
1	2	3	4	5	6	7
x1.1	0,856	0,862	0,056	15,156	0,000	Significant
x1.2	0.893	0,891	0,062	14,504	0,000	Significant
x1.3	0.921	0.917	0.034	22,710	0,000	Significant
x1.4	0,782	0,756	0,131	5,992	0,000	Significant
x1.5	0,819	0,794	0,105	7,822	0,000	Significant
x2.1	0,686	0,715	0,075	9,091	0,000	Significant
x2.2	0,799	0,779	0,085	9,352	0,000	Significant
x2.3	0,864	0,846	0,089	9,704	0,000	Significant
x2.4	0,878	0,858	0,068	12,828	0,000	Significant
x2.5	0,869	0,847	0,075	11,571	0,000	Significant

Table 9 continuation on the next page

Table 9 continuation

1	2	3	4	5	6	7
x3.1	0,908	0,908	0,027	33,339	0,000	Significant
x3.2	0,910	0,898	0,041	22,475	0,000	Significant
x3.3	0,895	0,886	0,051	17,516	0,000	Significant
x3.4	0,894	0,883	0,045	20,027	0,000	Significant
x3.5	0,801	0,795	0,050	16,064	0,000	Significant
x4.1	0,849	0,851	0,046	18,520	0,000	Significant
x4.2	0,775	0,784	0,065	11,846	0,000	Significant
x4.3	0,788	0,789	0,048	16,576	0,000	Significant
x4.4	0,740	0,742	0,074	10,020	0,000	Significant
x4.5	0,830	0,824	0,058	14,308	0,000	Significant
y1.1	0,916	0,910	0,034	27,089	0,000	Significant
y1.2	0,871	0,873	0,047	18,721	0,000	Significant
y1.3	0,853	0,851	0,048	17,646	0,000	Significant
y1.4	0,936	0,938	0,020	46,135	0,000	Significant
y1.5	0,848	0,858	0,052	16,254	0,000	Significant
y1.6	0,857	0,862	0,054	15,810	0,000	Significant
y2.1	0,896	0,897	0,043	20,701	0,000	Significant
y2.2	0,829	0,819	0,108	7,673	0,000	Significant

* ‘ ‘ : *the most dominant indicator in influencing each variable*

Table 10

PLS Result Model Measurement

	Original sample estimate	*mean of subsamples*	*Standard deviation*	*T-Statistic*	*p-value*	*Note*
x1 -> y1	0,312	0,381	0,177	1,761	0,043	Significant
x2 -> y1	-0,003	-0,021	0,230	0,012	0,495	Insignificant
x3 -> y1	-0,140	-0,161	0,219	0,640	0,263	Insignificant
x4 -> y1	0,579	0,568	0,234	2,475	0,009	Insignificant
x1 -> y2	0,324	0,245	0,285	1,135	0,131	Insignificant
x2 -> y2	-0,220	-0,213	0,289	0,763	0,225	Insignificant
x3 -> y2	-0,190	-0,137	0,264	0,720	0,238	Insignificant
x4 -> y2	0,424	0,486	0,264	1,604	0,058	Insignificant
y1 -> y2	0,091	0,100	0,200	0,453	0,326	Insignificant

Source: PLS results of data processing

In the table 10 the level of relation significant between variable x and y is shown. For variable x, it is merely x 1 and x4 that significantly relate to the y1.

Herrukmi Septa Rinawati (2019). "The government policy's influences on entrepreneurship and increasing micro industry income to reduce poverty", *Management and entrepreneurship: trends of development*, 2 (08), pp. 88-103. doi: https://doi.org/10.26661/2522-1566/2019-2/08-08

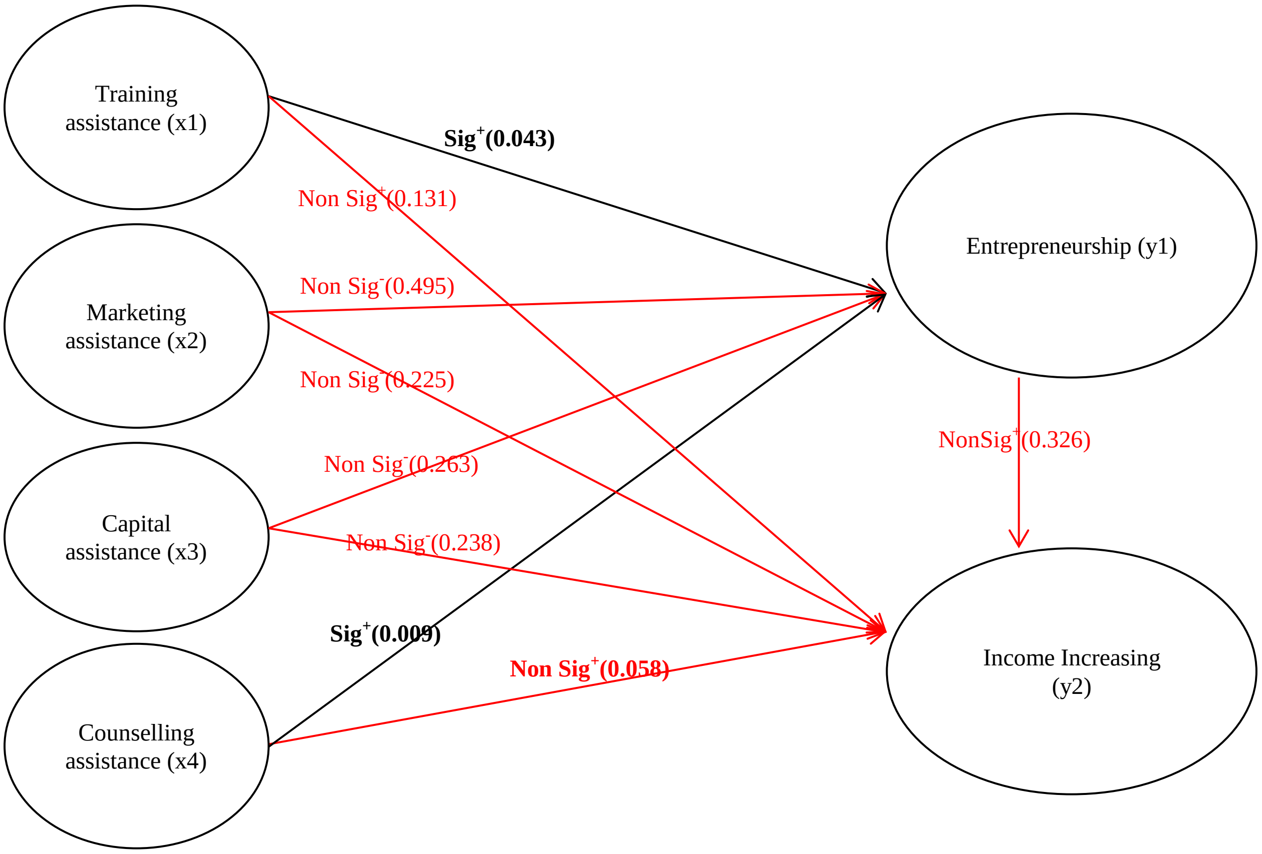

Figure 2. Last decision of PLS final model

In the figure 2, there are several things that should be taken care of:

1. Training assistance (x1) significantly give positive influence toward entrepreneurship (y1) macro industry in Pamekasan and Tulungagung.
2. Marketing assistance (x2) do not significantly influence toward entrepreneurship (y1) macro industry in Pamekasan and Tulungagung.
3. Capital assistance (x3) do not significantly influence toward entrepreneurship (y1) macro industry in Pamekasan and Tulungagung.
4. Counseling assistance (x4) significantly give positive influence toward entrepreneurship (y1) macro industry in Pamekasan and Tulungagung.
5. Training assistance (x1) do not significantly influence toward income increasing (y2) macro industry in Pamekasan and Tulungagung.
6. Marketing assistance (x2) do not significantly influence toward income increasing (y2) macro industry in Pamekasan and Tulungagung.
7. Capital assistance (x3) do not significantly influence toward income increasing (y2) macro industry in Pamekasan and Tulungagung.
8. Counseling assistance (x1) do not significantly influence toward income increasing (y2) macro industry in Pamekasan and Tulungagung.

D. Obstacles and Strategies in Regional Government Policies for Micro Industrial

In opposite with the influence of regional government that is proved to be significant, marketing and capital assistance assumed as urgent concern and necessary proactive action from government. It is due the result of the research which is stated that the two policies do not have significant influences toward entrepreneurship and income increasing in micro industrial in Pamekasan and Tulungagung.

In this research, regional government policies in marketing assistance do not significantly influence toward entrepreneur and Micro, Small, and Medium Enterprises performance which is relatively less. Hence, it is not evenly distributed to all craftsmen.

Furthermore, capital assistance also does not significantly influence the entrepreneurship and craftsmen performance. It is due to the limit of budget. However, the result is different with the previous studies conducted by Manan (1999) in which Manan's research showed that capital assistance is significantly influences toward micro industry.

Then, the right strategy for developing micro industrial in Pamekasan and Tulungagung is by increasing more attention toward capital policies as well as giving more training.

CONCLUSION

Attention to the micro-industry business is actually not only the monopoly of the central government through various poverty alleviation programs and industrial development programs, the district government also has attention and interest in improving the quality of micro-industry enterprises. In various analyses of literature studies on the objective conditions of micro-industry entrepreneurs, the Regional Government put more emphasis on three things. First, capital assistance is considered important because the micro industry is more based on families whose capital is limited. Second, marketing assistance is expected to expand the market reach of the products produced. Capital assistance is carried out with various schemes. Third, the training assistance as well as the fourth assistance for Industrial and Trade (TPL) extension workers.

From the PLS analysis, it was found that government policies in the form of training assistance and extension workers according to the perceptions of craftsmen proved to be significant for increasing entrepreneurship. Entrepreneurship that is formed from everyday life and the pattern of parenting this family will in turn form business actors to strive and create local potential. Local potential becomes a product that has good economic value. Government policies in the form of training assistance and mentoring for extension workers have increased the ability of business actors in various ways, from product creation to building marketing networks.

Government policies in the form of training assistance, capital assistance, marketing assistance and assistance to extension workers did not play a role as a key word for increasing entrepreneurship and increasing the income of entrepreneurs for poverty alleviation.

The right strategy in developing small industries in Pemekasan and Tulung Agung Regencies is to increase attention to policies in terms of capital assistance which still face many obstacles. The obstacles faced are the limited budget for increasing capital assistance and marketing assistance. The ease of access to business assistance sources and the opportunity to participate in product promotion exhibitions is less affected by entrepreneurs.

REFERENCES

Baldacchino, G. (1995). "Small business from small islands: a case study from Fiji", *Journal of Small Business Management*, Vol. 37 No. 4, pp. 80-84.

Barreira, J. (2010). *Early Thinking and Emergence of Entrepreneurship*, Di dalam Boris Urban, Frontiers in Entrepreneurship, (Ed). Springer Berlin Heidelberg, pp.1-32, DOI https://doi.org/10.1007/978-3-642-04502-8_1

Casson, M. (2003). *The Entrepreneur, An Economic Theory*. Second Edition. Edward Elgar Publishing Limited. UK, 272 p.

Dinas Koperasi dan UMKM (2014). *Rencana Strategis Dinas Koperasi dan UMKM Jawa Timur*. (in Indonesian). Available at: http://diskopukm.jatimprov.go.id/web-bo/file-

Herrukmi Septa Rinawati (2019). "The government policy's influences on entrepreneurship and increasing micro industry income to reduce poverty", *Management and entrepreneurship: trends of development*, 2 (08), pp. 88-103. doi: https://doi.org/10.26661/2522-1566/2019-2/08-08

content/20_59_RENSTRA%20DInas%20Koperasi%20UMKM%20Perubahan%20Tahun%202014-2019%20FINAL.pdf (Accessed 12 May 2019)

Drucker, P. F. (1994). *Innovation and Entrepreneurship: Practices and Principles.* Penerjemah Rusdi Naib. Gelora Akasara Pratama, Jakarta.

Gartner, W. B. (1990). "What are we talking about when we talk about entrepreneurship?", *Journal of Business Venturing*, 5(1), pp. 15-28.

Kobia, M. and Silakieh, D. (2009). "Towards the Meaning of Entrepreneurship", *Journal of European Industrial Training*, 34(2), pp. 110-125.

Liedholm, C. E. and Mead, D. C. (2013). *Small enterprises and economic development: the dynamics of micro and small enterprises*. Routledge.

Mazzarol, T. (2001). "*Do Formal Business Plan Real Matter?*", An Exploratory Study of Small Business Owners in Australia, Small Enterprise Research, 9:1, pp. 32-45, DOI: doi/abs/10.5172/ser.9.1.32

Meredith, G.G. (1996). *Kewirausahaan: Teori dan Praktek.* Pustaka Binaman Presindo, Jakarta (in Indonesian).

Morrison, A. and Anderson, D. (2002). "Destination branding", *Annual Meeting Of The Missouri Association Of Convention And Visitor Bureaus*, Lake of the Ozarks, MO, p. 17.

Sahut, J. M. and Peris-Ortiz, M. (2014). Small business, innovation, and entrepreneurship. *Small Business Economics*, *42*(4), pp. 663-668.

Suryana (2006). *Kewirausahaan: Pedoman Praktis Kiat dan Proses Menuju Sukses*, Salemba Empat, Jakarta (in Indonesian).

Sugiyono (2014). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D.* Bandung: Alfabeta (in Indonesian).

Storey, D. J. (2016). *Understanding the small business sector*. Routledge.

Tahi Hamonangan Tambunan, T. (2011). "Development of small and medium enterprises in a developing country: The Indonesian case", *Journal of Enterprising Communities: People and Places in the Global Economy*, *5*(1), pp. 68-82.

Watson, K., Hogarth-Scott, S. and Wilson, S. (1998). "Small Business Start-Ups: Success Factors and Support Implications", *International Journal of Entrepreneurial Behavior and Research*, Vol. 4, Issue 3, pp.217-238, Available at: https://www.emeraldinsight.com/doi/pdfplus/10.1108/13552559810235510 (Accessed 22 May 2019).

Yusuf, A. (1995). "Critical Success Factors for Small Business: Perceptions of South Pacific Entrepreneurs", *Journal of Small Business Management*, Vol. 33, No. 2, pp.68-73.

Legislations:

Law of the Republic of Indonesia Regarding Micro, Small, And Medium Enterprises, Number 20 of 2008. Available at: http://eng.kppu.go.id/newkppu/wp-content/uploads/LAW-OF-THE-REPUBLIC-OF-INDONESIA-20-OF-2008.pdf (Accessed 23 May 2019).

Law of Republic of Indonesia concerning Small Business, Number 9 of 1995, *State gazette of the Republic of Indonesia Number 74, Supplement to the State Gazette of 1995 Number 3611.*

ВПЛИВ ДЕРЖАВНОЇ ПОЛІТИКИ НА ПІДПРИЄМНИЦТВО І ЗБІЛЬШЕННЯ ДОХОДІВ МІКРОІНДУСТРІЇ ДЛЯ СКОРОЧЕННЯ БІДНОСТІ

HERRUKMI SEPTA RINAWATI, *Агентство досліджень і розробок, управління людськими дослідженнями, Східна Ява, Індонезія*

Значення існування мікро-, малих і середніх підприємств в Індонезії не можна недооцінювати. Більше того, це сприяло зростанню економіки. Уряд – особливо регіональний – вжив ряд заходів для підсилення впливу своєї політики на підприємництво. Таким чином, метою даного дослідження є вивчення впливу політики регіонального уряду на підприємництво, спрямованої на скорочення бідності. З цією метою дослідження проводиться в двох регіонах Індонезії: Памекасан і Тулунгаунг. У дослідженні використовувався змішаний якісно-кількісний метод. Результати доводять, що регіональний уряд приділяє найбільшу увагу трьом явищам. По-перше, фінансова підтримка вважається важливою, оскільки мікроіндустрія більшою мірою заснована на сім'ях, капітал яких обмежений. Фінансова підтримка здійснюється за різними схемами. По-друге, маркетингова підтримка, як очікується, розширить охоплення продукції, що виробляється. По-третє, допомога в навчанні, а також допомога для працівників сфери промисловості і торгівлі (TPL). Проте, було встановлено, що деякі види допомоги, що надаються урядом, незначні. Отже, правильна стратегія розвитку малих підприємств в регіонах Пемекасан і Тулунгагунг полягає в підвищенні уваги до політики щодо фінансової та маркетингової підтримки, яка все ще стикається з багатьма перешкодами. Основною перешкодою є, в першу чергу, обмежений бюджет для збільшення фінансової і маркетингової підтримки, в меншій мірі перешкоджають розвитку підприємництва в аналізованих регіонах доступність джерел підтримки бізнесу і можливість брати участь в заходах просування продукції. Дієва стратегія розвитку малих підприємств в досліджуваних регіонах країни полягає в підвищенні уваги до політики щодо допомоги капіталу і підтримки малого та середнього підприємництва, механізми здійснення якої продовжують стикатися з багатьма перешкодами.

Ключові слова: мікро-, малі та середні підприємства, регіональний уряд, скорочення бідності, дохід мікроіндустрії.

ВЛИЯНИЕ ГОСУДАРСТВЕННОЙ ПОЛИТИКИ НА ПРЕДПРИНИМАТЕЛЬСТВО И УВЕЛИЧЕНИЕ ДОХОДОВ МИКРОИНДУСТРИИ ДЛЯ СОКРАЩЕНИЯ БЕДНОСТИ

HERRUKMI SEPTA RINAWATI, *Агентство исследований и разработок, управление человеческими исследованиями, Восточная Ява, Индонезия*

Значение существования микро-, малых и средних предприятий в Индонезии нельзя недооценивать. Более того, это способствовало росту экономики. Правительство – особенно региональное – предприняло ряд мер для усиления влияния своей политики на предпринимательство. Таким образом, целью данного исследования является изучение влияния политики регионального правительства на предпринимательство, направленной на сокращение бедности. С этой целью исследование проводится в двух регионах Индонезии: Памекасан и Тулунгаунг. В исследовании использовался смешанный качественно-количественный метод. Результаты показывают, что региональное правительство уделяет наибольшее внимания трем явлениям. Во-первых, финансовая поддержка считается важной, так как микроиндустрия в большей степени основана на семьях, капитал которых ограничен. Финансовая поддержка осуществляется по различным схемам. Во-вторых, маркетинговая поддержка, как ожидается, расширит охват производимой продукции. В-третьих, помощь в обучении, а также помощь для работников сферы промышленности и торговли (TPL). Тем не менее, было установлено, что некоторые виды помощи, оказываемые правительством, незначительны. Следовательно, правильная стратегия развития малых предприятий в регионах Пемекасан и Тулунгагунг заключается в повышении внимания к политике в отношении финансовой и маркетинговой поддержки, которая все еще сталкивается со многими препятствиями. Основным препятствием является, в первую очередь, ограниченный бюджет для увеличения финансовой и маркетинговой поддержки, в меньшей мере препятствуют развитию предпринимательства в анализируемых регионах доступность источников поддержки бизнеса и возможность участвовать в мероприятиях продвижения продукции. Действенная стратегия развития малых предприятий в исследуемых регионах страны заключается в повышении внимания к политике в

Herrukmi Septa Rinawati (2019). “The government policy’s influences on entrepreneurship and increasing micro industry income to reduce poverty”, *Management and entrepreneurship: trends of development*, 2 (08), pp. 88-103. doi: https://doi.org/10.26661/2522-1566/2019-2/08-08

отношении помощи капиталу и поддержке малого и среднего предпринимательства, механизмы осуществления которой продолжают сталкиваться со многими препятствиями.

Ключевые слова: микро-, малые и средние предприятия, региональное правительство, сокращение бедности, доход микроиндустрии.

ENTREPRENEURSHIP, TRADE AND EXCHANGE ACTIVITIES

Received:
10 June, 2019
1st Revision:
29 June, 2019
Accepted:
30 June, 2019

UDC: 338.48:379.85:351

DOI https://doi.org/10.26661/2522-1566/2019-2/08-09

**Corresponding author email: july-248@ukr.net*

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

OLGA LIUBCHUK, *Doctor of Public Administration, Professor, Head of the Department of Tourism, State Higher Educational Institution "Pryazovskyi State Technical University", Mariupol, Ukraine, ORCID ID:* https://orcid.org/0000-0002-3815-019X

YULIIA YARCHENKO, *PhD in History, Associate Professor, Assistant Professor of the Department of Tourism, State Higher Educational Institution "Pryazovskyi State Technical University", Mariupol, Ukraine, ORCID ID:* https://orcid.org/0000-0001-6744-5774

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 **coclusion,** 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 (Povazhniy 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 neuro-mental 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.

REFERENCES

Andreeva, I.V. (2000). *Jekonomicheskaja psihologija* [Economic psychology], St. Petersburg: Piter, 512 p., (In Russian).

Ansoff, I. (1989). *Strategicheskoe upravlenie* [Strategic Management], Moscow: Economics, 1989. 155 p., (In Russian).

Baronin, A. S. (2000). *Jetnopsihologija: uchebnoe posobie* [Ethnopsychology: study guide], Kyiv : MAUP, 116 p., (In Russian).

Bunkina, M. K. and Semenov, V. A. *Jekonomika i psihologija. Na perekrestke* [Economy and psychology. At the crossroads], Moscow: Izd-vo "Delo i servis", 400 p., (In Russian).

Burega, V. V. (2003). Economic psychology in charts and tables: educational and methodical manual, Donetsk: DonSUA: ALEKS, 63 p., (in Ukrainian).

Chirikova, A. E. (1998). "Psychological personality traits of a Russian entrepreneur", *Psihologicheskij zhurnal*, No.1, pp. 66-74, (In Russian).

Dedok, V. (2016). "Key trends in the development of the international hotel industry in the context of globalization", *Journal of International Law and International Relations*, No. 3/4, pp. 93-103, (In Russian).

Liubchuk,O.K. Nutsubidze, A. and Svichkar'ova, A. (2019). "Uniqueness of hospitality as a tourist attraction of modern Iberia" *Materialy XXXI Mizhnarodnoi naukovo-praktychnoi internet-konferentsii* [Abstracts of scientific works of XXXI international scientific-practical conference], Tendentsii ta perspektyvy rozvytku nauky i osvity v umovakh hlobalizatsii [Trends and Prospects for the Development of Science and Education in a Globalizing Environment], Pereiaslav-Khmel'nyts'kyj, issue. 46, pp.36-39, (in Ukrainian).

L'juis, Richard D. (1999). Delovye kul'tury v mezhdunarodnom biznese. Ot stolknovenija k vzaimoponimaniju [Business cultures in international business. From collision to mutual understanding], translated, Moscow: Delo, 440p., (In Russian).

Liubchuk, O. and Yarchenko, Yu. (2019). “The issue of developing hospitality as a component of entrepreneurial potential for the tourism industry of Ukraine”, *Management and entrepreneurship: trends of development*, 2 (08), pp. 104-112. doi: https://doi.org/10.26661/2522-1566/2019-2/08-09

Mardanshina, R.M. (2007). “Models of lifelong education in a single educational space at the turn of the 20th 21st century” : Ph.D. Thesis, ped. sciences: spec. 13.00.01 “General pedagogy, history of pedagogy and education”, Yoshkar Ola, 20 p., (In Russian).

Martiyenko, A.I. and Dishkantyuk, O.V. (2017). “The essence of hospitality as an economic category”, *Ekonomika: realii chasu*, No. 2 (30), pp.72-78,(In Ukrainian), available at: http: // economics.opu.ua / files / archive / 2017 / No2 / 72.pdf. (accessed 12 May 2019)

Morozov, M.A. (2014), *Jekonomika turizma* [Tourism Economics], Moscow : Federal Agency for Tourism, 320 p., (In Russian).

Povazhniy, S.F. and Lyubchuk, O.K. (2007). “Duplication of the problem of the establishment of the potential of students of higher educational institutions of higher education”, *Sociology management*, Donetsky State Administration University, Donetsk: DonDUU,vol. 8., issue 3(80), pp. 8-17, (In Ukrainian).

Ryabova, I.A. (2016), *Jekonomika i organizacija turizma: mezhdunarodnyj turizm* [Economy and organization of tourism: international tourism], Moscow: KNORUS, 566 p., (In Russian).

Semiv, L.K. (2009). “Influencing the vista on the form of a human capital in the minds of the transition to economics knowledge”, *Regional economics*, No. 5, pp. 15-26, (In Ukrainian).

Semiv, L.K. (2009). “Intellectual and innovative development of the region”, *Regional economics*, No. 2, pp. 223-227, (In Ukrainian).

Shvalb, Yu. M. and Darenko, O. Z. (1995). *Praktychna psykholohiia v spozhyvanni ta biznesi* [Practical Psychology in Consumption and Business], Kyiv: Libra, 201 p., (in Ukrainian).

Tokarev, V.I. (2005). *Naukovo teoretychni zasady formuvannia i funktsionuvannia systemy pidhotovky upravlins'koho personalu v Ukraini* [Science-theoretic ambush of the form and function of the system and training of management personnel in Ukraine] : monograph, Donetsk: TOV “Almateo”, 328 p., (In Ukrainian).

Vikhansky, O.S. (2002). *Strategicheskoe upravlenie* [Strategic management], Moscow: Gardariki. 296 p., (In Russian).

Walker, J. (1999). Introduction to Hospitality: a textbook; translated by Mikhailov, N.N., Moscow: UNITI, 464 p. (In Russian).

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

Андреева И.В. Экономическая психология / Под. ред. И. В. Андреевой. Санкт-Петербург : Питер, 2000. 512с.

Ансофф И. Стратегическое управление. Москва : Экономика, 1989. 155 с.

Баронин А. С. Этнопсихология: учебное пособие. Киев : МАУП, 2000. 116с.

Бункина М. К., Семенов В. А. Экономика и психология. На перекрестке наук: учебное пособие. Москва : Изд-во «Дело и сервис», 1998. 400с.

Бурега В.В., Любчук О.К. Економічна психологія в схемах і таблицях : навчально-методичний посібник. Донецьк : ДонДАУ : АЛЕКС, 2003. 63 с.

Чирикова А. Е. Психологические особенности личности российского предпринимателя. *Психологический журнал*. 1998. №1. С.66-74.

Дедок В. Ключевые тенденции развития международной гостиничной индустрии в условиях глобализации. *Журнал международного права и международных отношений.* 2016. № 3/4. С. 93-103.

Льюис Ричард Д. Деловые культуры в международном бизнесе. От столкновения к взаимопониманию: пер. с англ. Москва: Дело, 1999. 440с.

Любчук О.К. Нуцубідзе А., Свічкарьова А Неповторність гостинності як туристична «пам’ятка» сучасної Іверії. Матеріали XXXI Міжнародної науково-практичної інтернет-конференції «Тенденції та перспективи розвитку науки і освіти в умовах глобалізації» : Зб. наук. праць. Переяслав-Хмельницький, 2019. Вип. 46. С.36-39

Марданшина Р.М. Модели непрерывного образования в едином образовательном пространстве на рубеже 20 21 веков: автореф. дис. на соискание науч. степени канд. пед. наук: спец. 13.00.01 «Общая педагогика, история педагогики и образования». Йошкар Ола, 2007. 20 с.

Мартієнко А.І., Дишкантюк О.В. Сутність гостинності як економічної категорії. *Економіка: реалії часу*. *Науковий журнал.* 2017. № 2 (30). С.72 78. URL : http:// economics.opu.ua /files/ archive/ 2017/ No2/72.pdf (дата звернення: 12.05.2019).

Морозов М.А. Экономика туризма : Москва : Федеральное агентство по туризму, 2014.320 с.

Поважний С.Ф., Любчук О.К. Дослідження проблеми становлення підприємницького потенціалу студентів вузів управлінського профілю. Соціологія управління: зб. наук. праць Донецького державного університету управління. Т. 8.вип. 3 (80)., серія «Спеціальні та галузеві соціології». Донецьк: ДонДУУ, 2007. С. 8-17.

Рябова И.А. Экономика и организация туризма: международный туризм. Под ред. И. А. Рябовой. 4 е изд., испр. и доп. Москва : КНОРУС, 2016. 566 с

Семів Л.К. Вплив вищої освіти на формування людського капіталу в умовах переходу до економіки знань. *Регіональна економіка*. 2009. № 5. С. 15-26.

Семів Л.К. Інтелектуально інноваційний розвиток регіону. *Регіональна економіка*. 2009. № 2. С. 223 227.

Швалб Ю. М., Даренко О. З. Практична психологія в споживанні та бізнесі. Київ: Лібра, 1995. 201с.

Токарева В.І. Науково теоретичні засади формування і функціонування системи підготовки управлінського персоналу в Україні: [моногр.]. Донецьк: ТОВ «Альматео», 2005. 328 с.

Виханский О.С. Стратегическое управление : [учеб.]. Москва : Гардарики, 2002. 296 с.

Уокер Дж.Р. Введение в гостеприимство: учебник; пер. с англ. Н.Н. Михайлова. Москва : ЮНИТИ, 1999. 464 с.

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.*

ЯРЧЕНКО ЮЛІЯ ВІТАЛІЇВНА, *кандидат історичних наук, доцент, доцент кафедри туризму, ДВНЗ «Приазовський державний технічний університет», м. Маріуполь.*

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

Liubchuk, O. and Yarchenko, Yu. (2019). “The issue of developing hospitality as a component of entrepreneurial potential for the tourism industry of Ukraine”, *Management and entrepreneurship: trends of development*, 2 (08), pp. 104-112. doi: https://doi.org/10.26661/2522-1566/2019-2/08-09

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

ЛЮБЧУК ОЛЬГА КОНСТАНТИНОВНА, *доктор наук по государственному управлению, профессор, заведующий кафедрой туризма, ДВНЗ «Приазовский государственный технический университет», г. Мариуполь.*

ЯРЧЕНКО ЮЛИЯ ВИТАЛЬЕВНА, *кандидат исторических наук, доцент, доцент кафедры туризма, ДВНЗ «Приазовский государственный технический университет», г. Мариуполь.*

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 обусловливают 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».

Електронне наукове фахове видання

Включене до Переліку наукових фахових видань України (категорія «В»), відповідно до Наказу МОН України № 32 від 15.01.2018

Рекомендовано до поширення через мережу Інтернет Вченою радою ЗНУ
Протокол № 10 від 14. 06. 2019 р.

МЕНЕДЖМЕНТ ТА ПІДПРИЄМНИЦТВО: ТРЕНДИ РОЗВИТКУ

ВИПУСК 2 (08) 2019

Верстка і макетування: Онищенко О.А.
Дизайн обкладинки: Бухаріна Л.М., Онищенко О.А.

Засновник видання:
Запорізький національний університет
Адреса редакції: 69063, м. Запоріжжя, вул. Жуковського, 55а, к. 415
Телефон: (061)289-41-15
Офіційний сайт видання: www.management-journal.org.ua
Електронна адреса: znu@management-journal.org.ua