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ORGANIZATIONAL AND ECONOMIC SUPPORT OF TOURISM AND HOTEL ENTERPRISES ACTIVITIES

ABSTRACT

In the article, organizational and economic support of tourism and hotel enterprises activities has been developed based on the construction of an effective mechanism capable of solving problems of an institutional, organizational and economic nature. The authors have found out that the development of tourism has a huge impact on the socio-economic state of the country and the level of the quality of life of the population, therefore the formation of organizational and economic support for the activities of tourism and hotel enterprises is of primary importance since the tourism industry is an interdisciplinary complex that is part of the tourism sphere and unites various types of economic activity from material production to the non-material sphere, which are the material basis of tourism, the basis for personnel training, production management organization, and tourism product sales. It has been stressed that tourism enterprises are business entities of a specific nature, which have certain features both from the point of view of production organization and their socio-economic efficiency.

It has been found out that hospitality enterprises must form and implement existing service strategies in order to meet specific and rapidly changing needs of the market in which they have chosen a certain segment for themselves since, in conditions of a high level of bankruptcies, only those business entities that are able to think strategically and adapt to changes in the external environment can achieve success.

An integrated approach to the formation and implementation of state policy in the field of tourism and hotel management is proposed. The functional relationship of the totality of the main factors that determine the state of the financial and economic activity of tourism and hotel enterprises is determined. It is indicated that the economic efficiency of the activities of tourism and hotel industry enterprises is achieved through a balanced personnel management system. A model for monitoring the development of personnel is suggested. The use of this model allows for controlling and managing the course of the process. It has been concluded that today when doing business in the field of tourism, it is necessary to clearly take into account external and internal factors influencing the activities of economic entities and improve the personnel management system since the level of satisfaction of consumers of tourism and hotel services depends on the personnel's professional abilities.

Keywords: organizational and economic support, activity, enterprise, tourism, hotel management, mechanism

JEL Classification: L1

INTRODUCTION

The tourism and hotel services market plays an important role in ensuring the socio-economic development of Ukraine. Today, the development of tourism and the hotel industry is of particular importance, as it is connected with the rapid growth of the potential opportunities of related industries of the national economy, the activity of investment processes, the image of Ukraine and the prospect of its entry into the European Union. The introduction of martial law and hostilities on the territory of Ukraine has made significant adjustments to the activities of tourism and hotel enterprises.

Enterprises representing this industry were particularly vulnerable as a result of the COVID-19 pandemic, which requires business representatives, state authorities and society to have a certain attitude towards solving the problems of tourism development in Ukraine. In addition, it is necessary to take into account the regional differences between tourism and hotel industry enterprises, which, first of all, have always consisted in different levels of demand and supply.

Achieving the goal of sustainable development of tourism and hotel enterprises depends on the clear organization of management processes and the consistent implementation of tasks related to the growth of economic and social indicators of the production and economic activity of economic entities, aimed at improving the quality of life of the population and obtaining profits by tourism firms and hotels.

Our state, first, strives to preserve national integrity and at the same time take care of key sectors of the national economy including tourism, which has been a significant source of replenishment of the country's budget over the past two decades. From this point of view, the development of organizational and economic support for the activities of tourism and hotel enterprises acquires significant relevance.

LITERATURE REVIEW

The scientific works of many scientists are devoted to the study of the organizational and economic support of the activities of economic entities of Ukraine, which has certain features inherent in our national economy. S. Hrytsyshyn [1], L. Dovhan [2], T. Lebedyk [3], O. Shylova [4] and many others are among them. S. Hrytsyshyn proved the significance of enterprise management organization in modern economic conditions [1]; L. Dovhan summarized the combination of economic and organizational components in solving enterprise management issues [2].

According to T. Lebedyk [3], O. Shilova [4], the organizational and economic support of business entities should be based on the formation of a management mechanism capable of solving organizational, economic and social issues.

Solving the problems of ensuring the activities of tourism and hotel enterprises in modern macroeconomic conditions was considered by many scientists and practitioners. Among them: S. Zhuravlova, who notes the specificity of the activities of tourism and hotel enterprises and considers it necessary to use new methodical approaches to the management of this sphere [5].

According to V. Zaitseva [6] and N. Kasianova [7], ensuring the activities of enterprises in the field of tourism should be based on the experience of the world's leading countries and take into account Ukrainian realities that impose responsibility on all levels of management.

L. Marmul believes that tourism in Ukraine is a promising industry and requires the development of an organizational and economic mechanism for the effective functioning of tourist and recreational enterprises [8].

Regarding the development of tourism as a driver of national economies, the works of Butler R., who proved that the modelling of tourist demand has a huge impact on the development of this type of activity both at the regional and state level, deserve special attention [8].

Kvach Ya., Koval V., Hrymaliuk A. determined the importance of investing in the development of the tourism and hotel-restaurant industry in Ukraine, provided that the requirements related to the features of postmodernism are considered, as they are oriented to the world market of services [10].

Florido C., Jacob M., Payeras M. consider the role of innovation in increasing the cyclicity of tourist activity in the hotel sector [11].

Nevertheless, despite the significant heritage of these scientists, the issues of building an effective mechanism for the organizational and economic support of tourism and hotel industry enterprises remain unresolved.

AIMS AND OBJECTIVES

The Purpose of the article is to develop organizational and economic support for the activities of tourism and hotel enterprises based on the construction of an effective mechanism capable of solving problems of an institutional, organizational, and economic nature.

METHODS

According to many scientists, today there is an urgent need to combine scientific and methodical approaches to determine the optimal methodology for evaluating the organizational and economic support of tourism and hotel enterprises.

The methods of evaluating the organizational and economic support of business entities, which are widely used in modern science, include a synergistic approach, comparison and grouping, expert evaluation, and other specific methods.

In our view, when evaluating the effectiveness of the organizational and economic support of the activities of tourism and hotel enterprises, it is advisable to use a combination of factor analysis and expert survey, since this area, in addition to profitability for the national economy of the country, also has great social importance.

RESULTS

Our country has the most favourable conditions and resources for the development of the tourism and hotel industry, due to its geographical location, developed infrastructure and professionalism of the staff in this area. In addition, tourism in Ukraine is gradually approaching the world level.

The tourist services market, which is being formed at this time, mainly covers the central regions of the country, where the infrastructure and hotel industry are most developed [12].

Tourism significantly affects the geographical space. This influence is manifested in all the elements that make up the space, and these effects can be economic, social, public and ecological [13].

The main determinant of the accelerated development of tourism is integration processes at various levels of the economic system, which are aimed at creating infrastructure, preserving unique natural and recreational resources, creating an effective system for servicing tourist flows, and developing integrated tourist products [14].

The experience of different countries shows that the success of tourism development directly depends on how this industry is perceived at the state level and how much it benefits from state support. It is worth noting that the field of tourism as a multi-industry complex needs the coordination of its economic activities much more than any other sphere [15].

The development of tourism has a huge impact on the socioeconomic state of the country and the living standards of the population. Today, modern life is hard to imagine without travel, rest and pleasant experiences that give an opportunity to understand that every person strives for the best and tries to visit different countries of the world and places of cultural heritage.

In most developed countries of the world, the tourism industry is a priority and has significant government support, including investment. Management of the tourism industry at the state level is carried out in order to increase the gross national income and money to the budget; consumer protection of tourism services; organization of tourism activities in the most effective forms; preservation of tourist and recreational resources of the countries.

In the modern conditions of economic globalization, the activities of tourism and hotel enterprises are under the strong influence of external and internal changes, which force them to look for new ways and management tools for conducting business.

In general, the tourism industry covers the entire set of economic entities that provide tourist services, in which a special place is occupied by hotel enterprises (Figure 1).

That is, today the tourism industry is considered a system that is part of the tourism sphere in general. On the other hand, the tourism industry can be considered as a separate branch of the national economy, which satisfies certain tourist needs of the population and produces its own specific product.

But, according to the authors, it is most expedient to consider the tourism industry as an intersectoral complex that is part of the tourism sector and combines various types of economic activity from material production to the intangible sphere, which are the material base of tourism, the basis for training personnel, organizing production management, and selling a tourist product.

The main feature of the development of modern tourism in various countries of the world is the transformation of tourist organizations into international joint ventures, corporations and associations, which allows to significantly improve and optimize the exchange of information, ensures more effective penetration of foreign markets, and increase the level of competitiveness of one's own business.

Tourism enterprises are business entities of a specific nature, which have certain features both from the point of view of production organization and their socio-economic efficiency.

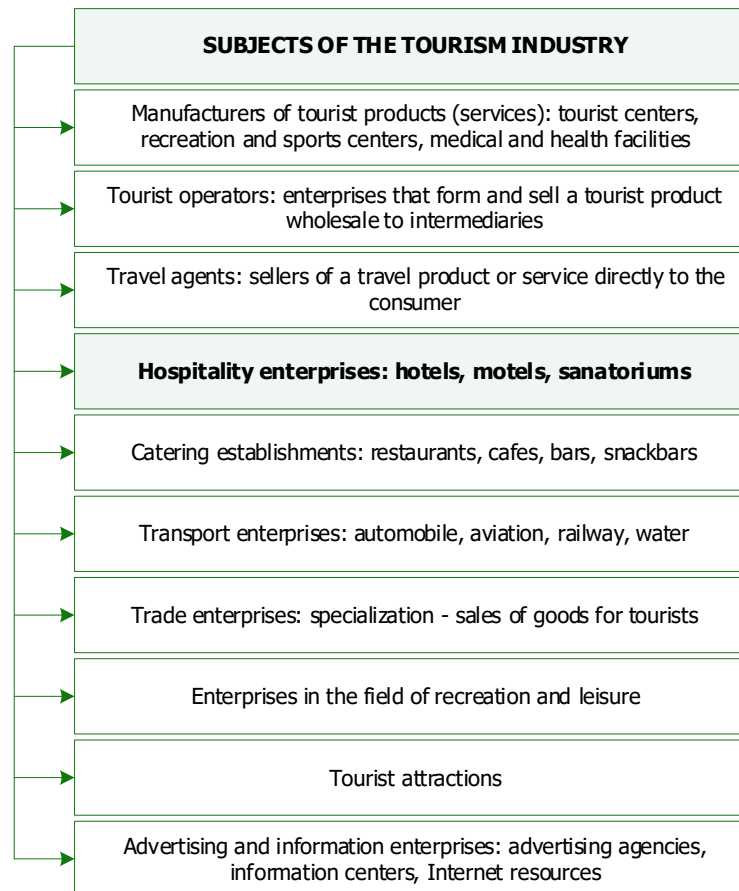


Figure 1. The structure of the tourism industry.

As for the tourism product, its specificity lies in the combination of a range of services and goods and requires enterprises to clearly understand the division of their value into tangible and intangible, which will eventually allow the formation of proposal packages based on demand conditions and market requirements.

Tourist services have additional characteristics inherent only in the field of recreation and leisure, which causes some limitations in the use of generally accepted procedures of international private law [16].

In Ukraine, there are many different types of tourism enterprises that provide tourism services and produce tourism products. Their activities differ in the specifics of the performance of certain functions and the volume of commercial activities.

New organizational forms provide a number of advantages that allow tourism companies to improve the quality of services, invest in the most promising projects and programs, identify new niches and segments of the tourism market, individualize guest service, etc. In its turn, the introduction of innovations in tourism will ensure the diversification of existing types of tourist trips and will allow expanding the offers of tourist enterprises. But, unfortunately, tourist flows to Ukraine are viewed as quite unstable, which justifies the need to monitor the national tourist market [17].

Hotel enterprises are one of the most important elements of the tourism industry. The general impression of the consumed tourist product largely depends on the quality of the hotel service. A number of factors influence this, including age, social and economic status, education and place of residence [18].

In turn, the main distinguishing feature of the hotel product is the coincidence of its production and consumption in time and space. The hotel product has the following characteristics:

- the simultaneity of production and consumption on the territory of the hotel enterprise;
- direct contact and interaction between the manufacturer and the consumer of the hotel product (service);

- the risk of not receiving income due to the provision of poor-quality or untimely service;
- the impossibility of storing the hotel product;
- early formation of a hotel product for the future consumer;
- differentiation of tariffs for hotel services due to seasonal fluctuations in demand;
- a significant advantage of fixed costs over variables;
- dependence of the volume of hotel product sales on territorial location, image, quality of service, etc.

The quality of service in hotels and the attractiveness of the hotel product for the consumer are affected by the following factors:

- facilities and equipment (comfortable layout and modern design of premises, furniture, linen quality, modern telecommunications);
- use of modern service technologies;
- high professionalism of service personnel (training and retraining);
- formation and implementation of modern standards of quality service;
- formation of an effective organizational management structure.

The hotel industry sector is by far the most demanded and dynamic sector of the Ukrainian economy, capable of generating real profits. The principles and philosophy of the hotel business remain unchanged for a long period of time, but given today's industry development trends, innovation and comfort in the hotel business play a major role in the highly competitive struggle of hotels for each client [19].

Hospitality enterprises must develop and implement effective service strategies in order to meet the specific and rapidly changing needs of the market in which they have chosen a certain segment for themselves since, in conditions of a high level of bankruptcy, only those business entities that are able to think strategically and adapt to changes in the external environment can succeed.

Nowadays, environmental consciousness is spreading throughout EU countries. For example, a group of European hotels have made efforts to implement a new room design using recycled materials [20].

In addition, the issues of energy saving and solving the problem of harmful CO₂ emissions are currently very acute. Energy consumption in hotels depends on physical and operational factors, including the climate in the location of the hotel, the category of the hotel and the year of its construction [21].

As for the prospects for the development of hotel enterprises in Ukraine, today's business entities need to increase their competitiveness in the domestic and global tourism market, considering their own territorial characteristics. In addition, recommendations for improving the activities of hotel enterprises will be appropriate for each specific market: international, domestic, and regional.

The organizational and economic support of the activities of tourism and hotel enterprises is proposed to understand as a set of organizational measures to enhance tourism and economic leverage to attract investment in the tourism industry and promote the financial recovery of business entities.

In general, the main goal that owners and managers of enterprises and organizations in the field of tourism should set themselves is to achieve the optimal ratio of various factors of production and produced products and services. Therefore, in modern economic conditions, it is extremely important for tourism and hospitality enterprises to increase competition, strengthen innovation processes, and create and quickly master new ideas by business entities.

Today, it is necessary to use alternative sources of financing for the tourist business, such as agreements on shared use of a tourist facility, partnerships in attracting loan funds and sponsorship [22].

Today, in order to resolve the issue of developing tourism enterprises and the hotel industry as two interrelated structures of the tourism industry, it is necessary to improve the political and economic situation in the country, significantly update the legal and regulatory framework for doing business for business entities and form new approaches to the implementation of state policy in this sphere.

It should be noted that the state plays a major role in supporting the development of tourism and hospitality enterprises since all problematic issues cannot be resolved without proper institutional and legal support from the authorities. That is, the development and positive economic results of the enterprise can be obtained only if there are favourable conditions for conducting business, which can be guaranteed by the authorities at both the state and regional levels.

First of all, state support is aimed at increasing the export potential and strengthening the domestic market [23]. But today it is very important to take into account and develop programs for the conservation and development of reserves, nature protection zones, historical monuments, architecture, monumental art, etc., by state institutions of various levels. However, the lack of funding slows down the process of restoration and creation of the appropriate infrastructure [24].

Bodies of state power and management, within the limits of their powers, are trying to stimulate the development of tourism, including tourism infrastructure [25]. An integrated approach to the formation and implementation of state policy in the field of tourism and hotel management involves a combination of the following components (Table 1).

The above approach demonstrates the consideration of all components of both social and economic nature in order to coordinate the activities of tourism and hospitality enterprises.

According to many scientists, today there is an urgent need to combine scientific and methodical approaches to determine the optimal methodology for evaluating the organizational and economic support of tourism and hotel enterprises.

The methods of evaluating the organizational and economic support of business entities, which are widely used in modern science, include synergistic approach, comparison and grouping, expert evaluation and other specific methods.

Table 1. Components of an integrated approach to the formation and implementation of state policy in the field of tourism and hospitality.

Components		
<i>Industrial</i>	<i>Territorial</i>	<i>Sectoral</i>
interdisciplinary coordination and systematic development of tourism and hotel industry components	interregional cooperation, achieving a uniform and balanced development of tourist areas	creation of a system of strategic planning for the development of types of tourism at the state level
<ul style="list-style-type: none"> - tourist activity (tour operators, travel agents; excursion service); - accommodation services (collective accommodation; individual accommodation); - transport (air; rail; road; water); - tourist information centres; - museums and galleries; - theatres, arenas, clubs; - congress halls and conference centres; - catering establishments; - sports arenas; - shopping centres, shops, souvenir shops; - IT companies; - insurance companies; - media companies 	<ul style="list-style-type: none"> - north, south, east, west, centre; - regions; - districts; - territorial communities; - resorts; - tourist areas 	<ul style="list-style-type: none"> - urban tourism; - ecological (green); - ethnic; - rural; - social; - cultural and educational; - event-driven; - medical, health-improving; - gastronomic; - religious; - mountain, sports, cycling; - adventurous and active; - scientific and educational; - cruise and yacht; - shopping and entertainment tourism; - other priority types of tourism

This approach demonstrates consideration of all components, both social and economic, with the aim of coordinating the activities of tourism and hotel enterprises.

As already noted earlier, today, when conducting business in the field of tourism and forming organizational and economic support for the activities of business entities, it is necessary to clearly consider external and internal factors influencing the current state and development trends of tourism and hotel enterprises. The authors summarized the main external factors influencing the activities of tourism and hotel enterprises. Among them: geopolitical, economic, socio-psychological, technological, ecological, cultural, medical, and biological.

Additional factors include: time and space, influence on public opinion, and management factors.

The functional relationship of the set of main factors that determine the state of financial and economic activity of tourism and hotel enterprises (S_{eathe}) can be reflected by the following empirical dependence:

$$S_{eathe} = f(F_{ee}, F_{ie}, F_{epe}, F_{pms}, F_{do}, F_e, F_t, F_{un}), \quad (1)$$

where F_{ee} – factors of the external environment; F_{ie} – factors of the internal environment; F_{epe} – factors of the economic potential of the enterprise; F_{pms} – factors of the personnel management system; F_{do} – factors of development opportunities; F_e – efficiency factors; F_t – threat factors; F_{un} – factors of an unpredictable nature.

Taken together, these factors exert a powerful influence on the activities of tourism and hotel enterprises.

The economic efficiency of enterprises in the field of tourism and hotel industry is achieved mostly due to a well-balanced system of personnel management since the level of satisfaction of consumers of tourist and hotel services depends on the personnel's professional abilities.

Such a system should be created on the basis of a personnel development monitoring model, the use of which allows for controlling and managing the process. The task is to stimulate the development of the creative abilities of each of the n employees and is expressed by the following ratio:

$$W = \sum_i W_i \Rightarrow \max, \tag{2}$$

where W_i - development index of the i -th employee ($i = 1, n$).

The most reliable and effective way of assessment is to determine the increase in the development index over a certain period. The proposed approach eliminates the need to consider such a task as estimating the absolute values of human capital. Herewith:

$$\Delta w = \sum_k G_k N_k, \tag{3}$$

where G_k - the weight index of the k -th factor; N_k - quantitative assessment of the factor.

The list of factors and their weights are determined according to a special table developed by an expert group consisting of specialists in the field of tourism, representatives of state authorities (relevant departments) and consumers of tourist and hotel services.

The choice of experts is because, in addition to specialists in this field and representatives of authorities, it is the consumers of tourist and hotel services who are the group that will objectively provide answers to questions about the need for changes in the level of service providing quality and the development of professional abilities of the staff of tourism and hotel enterprises economy. This approach provides an opportunity for consumers to participate in the evaluation of the level of service quality and be involved in the development of tourism activities in our country.

According to the authors, it is advisable to present the organizational and economic support of the activities of tourism and hotel enterprises in the form of a mechanism built based on two blocks: organizational-legal and financial-economic, which will allow determining the main directions of management actions regarding the development of business entities of the industry (Figure 2).

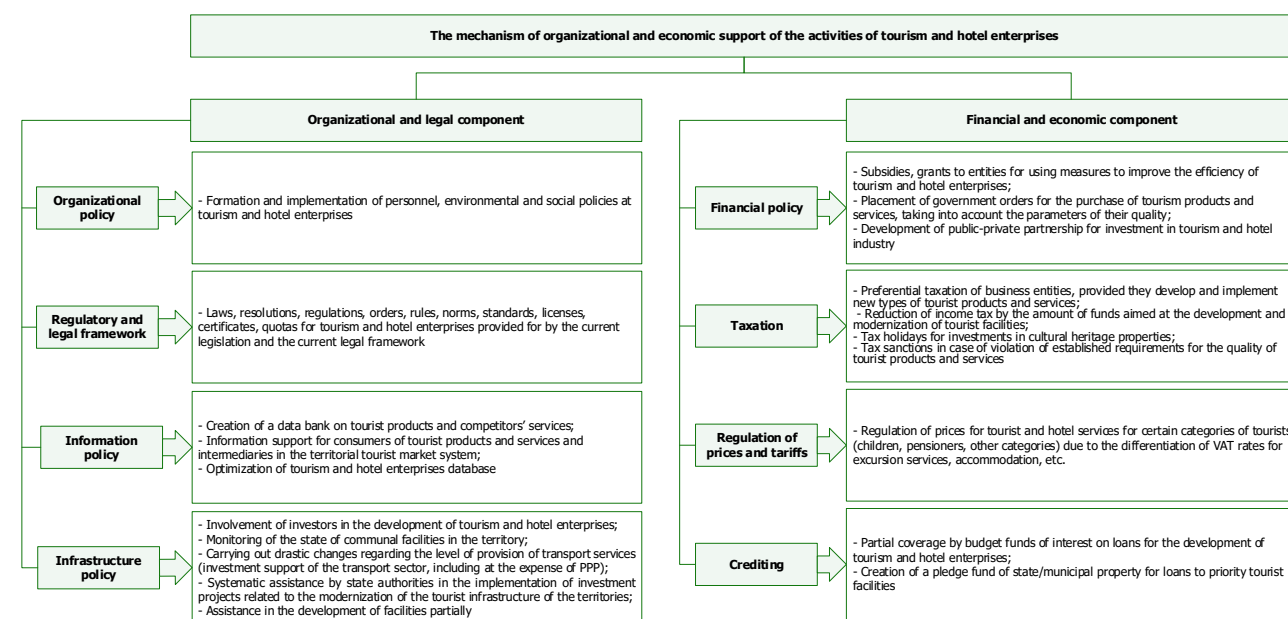


Figure 2. The mechanism of organizational and economic support for the activities of tourism and hotel enterprises.

The proposed mechanism differs from the "organizational and economic mechanism" by a set of consecutive processes that determine the complex management of the activities of tourism and hotel enterprises and makes it possible to optimize the potential opportunities of business entities.

The formation of the mechanism of organizational and economic support for the activities of tourism and hotel enterprises requires the management of business entities to introduce a complex management system and use the elements that make it up. In addition, there is a close relationship between the organizational-legal and financial-economic components of the mechanism of organizational-economic support of enterprises.

As for the institutional support for the activities of tourism and hospitality enterprises, it is worth pointing out that these are, first, the actions of state authorities, which should be aimed at establishing institutions (norms, rules, restrictions) and determining the procedure for their observance in order to achieve goals and objectives which puts the power in cooperation with business entities.

That is, institutional support for the activities of tourism and hotel enterprises is achieved through the interaction of relevant organizations: state authorities, tourism public organizations, tourism and hotel enterprises, banks, insurance companies, investment funds, etc.

The mechanism of organizational and economic support for the activities of tourism and hotel enterprises is a set of consecutive processes and management actions to optimize the use of all available resources. The use of the proposed mechanism will improve the economic efficiency of tourism and hotel industry enterprises, which is achieved through a balanced management system for business entities.

The presented mechanism of organizational and economic support for the activities of tourism and hotel enterprises solves the issue of certain management decisions related to the development of the field and the combination of interests of all participants of the tourism market.

DISCUSSION

Questions regarding the practical application of mechanisms and models of organizational and economic support for the activities of enterprises in the field of tourism remain debatable since the specifics of their activities depend on many factors that do not always fit into the general theory of management.

The proposed organizational and economic support for the activities of tourism and hotel enterprises based on the construction of an effective mechanism capable of solving problems of an institutional, organizational and economic nature, unlike the existing ones, determines the complex management influence on all management objects participating in financial and economic activity and ensures optimization and effective use of all available resources, which allows taking into account the requirements of all participants of the tourist market based on the combination of their economic interests.

According to the authors, the use of the specified mechanisms and models in the practice of tourism and hotel industry enterprises is beyond doubt, since the combination of organizational-legal and financial-economic components makes it possible at all levels of management to consider the interests of all market participants of the tourism industry and improve the image of the country.

CONCLUSIONS

As a result of the conducted research, organizational and economic support for the activities of tourism and hotel enterprises has been proposed based on the construction of an effective mechanism capable of solving problems of an institutional, organizational, and economic nature.

Studying the history of economic issues regarding "organizational and economic mechanisms" and "organizational and economic support mechanisms", it has been found that the mechanism of organizational and economic support of the activities of tourism and hotel enterprises proposed in the work is distinguished by a set of sequential processes that determine the complex managerial influence on the activities of economic objects and allows optimizing their potential.

It has been established that the mechanism of organizational and economic support for the activities of tourism and hotel enterprises is a set of sequential processes and management actions aimed at optimizing the use of all available resources. The use of the proposed mechanism will improve the economic efficiency of the activities of enterprises in the tourism and hotel industry, achieved through a balanced management system for business entities.

It is concluded that nowadays when doing business in the field of tourism, it is necessary to clearly consider external and internal factors influencing the activities of economic entities and improve the personnel management system since the level of satisfaction of consumers of tourism and hotel services depends on its professional abilities.

The prospect of further research should be the construction of an economic and mathematical model of organizational and economic support for the activities of tourism and hotel enterprises and the determination of predictive values for their development.

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ОРГАНІЗАЦІЙНО-ЕКОНОМІЧНЕ ЗАБЕЗПЕЧЕННЯ ДІЯЛЬНОСТІ ПІДПРИЄМСТВ ТУРИЗМУ ТА ГОТЕЛЬНОГО ГОСПОДАРСТВА

У статті розроблено організаційно-економічне забезпечення діяльності підприємств туризму та готельного господарства на основі побудови дієвого механізму, здатного вирішити проблеми інституціонального, організаційного та економічного характеру. З'ясовано, що розвиток туризму має величезний вплив на соціально-економічний стан країни та рівень якості життя населення. Відзначено, що найбільш доцільно розглядати туристичну індустрію як міжгалузевий комплекс, який є частиною туристичної сфери та об'єднує різні види економічної діяльності від матеріального виробництва до нематеріальної сфери, які є матеріальною базою туризму, базою для підготовки кадрів, організації управління виробництвом, реалізації туристичного продукту. Зазначено, що підприємства туризму являють собою суб'єкти господарювання специфічного характеру, які мають певні особливості і з точки зору організації виробництва, і з точки зору їх соціально-економічної ефективності. З'ясовано, що підприємства готельного господарства повинні формувати та реалізовувати дієві стратегії обслуговування для того, щоб відповідати специфічним та швидкозмінним потребам ринку, у якому вони обрали для себе певний сегмент, оскільки в умовах високого рівня банкрутств успіху можуть досягти лише ті суб'єкти господарювання, які здатні стратегічно мислити та пристосовуватися до змін у зовнішньому середовищі. Запропоновано інтегрований підхід до формування й реалізації державної політики у сфері управління туризмом і готельним господарством. Визначено функціональний зв'язок сукупності

основних факторів, що визначають стан фінансово-господарської діяльності підприємств туризму та готельного господарства. Зазначено, що економічна ефективність діяльності підприємств сфери туризму та готельного господарства досягається за рахунок виваженої системи управління персоналом. Запропоновано модель моніторингу розвитку персоналу, використання якої дозволяє здійснювати контроль ходу процесу та управляти ним. Зроблено висновок, що сьогодні при веденні бізнесу у сфері туризму необхідно чітко враховувати зовнішні та внутрішні фактори впливу на діяльність господарюючих суб'єктів і вдосконалювати систему управління персоналом, оскільки від його професійних здібностей залежить рівень задоволення споживачів туристичних та готельних послуг.

Ключові слова: організаційно-економічне забезпечення, діяльність, підприємство, туризм, готельне господарство, механізм

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