



---

# METHODOLOGY OF ENVIRONMENTAL COMPETENCE FORMATION IN TOURISM BUSINESS MANAGEMENT

**Viktoriia Hranovska**

Department of Hotel-Restaurant and Tourism Business,  
Kherson State Agrarian University, Kherson, Ukraine

**Lena Morozova**

Department of Hotel-Restaurant and Tourism Business,  
Kherson State Agrarian University, Kherson, Ukraine

**Yana Katsemir**

Department of Hotel-Restaurant and Tourism Business,  
Kherson State Agrarian University, Kherson, Ukraine

**Oleksandra Nenko**

Department of Economics and Finance, Kherson State Agrarian University, Kherson, Ukraine

## ABSTRACT

*In modern conditions, instead of the concept of "personnel professionalism", the broader and more capacious concepts of "competence" are increasingly used. However, there are different approaches to their definition.*

*Most scientists define the concept of "competence" as a set of knowledge and skills in a particular area of human activity. In this study, the concept of "competence" is considered as a set of knowledge and skills on General issues or issues of professional activity that are related to the qualification requirements for specialists in a particular field.*

*Regarding the definition of "competence", there are several approaches in the scientific literature. In our opinion, it is broader than competence, because the latter is part of it as the ability of an individual to carry out effective professional activities, using knowledge and skills in practice. Competence includes not only knowledge and skills but also the system of value orientations, habits and the like, it is a manifestation of competence.*

*It is worth noting that personnel in any field of activity must have the General competence necessary for existence in society, to solve any situations, even those not related to a specific professional activity.*

**Keywords:** competence, tourism business, management, methodology, communication.

**Cite this Article:** Viktoriia Hranovska, Lena Morozova, Yana Katsevir and Oleksandra Nenko, Methodology of Environmental Competence Formation in Tourism Business Management, *International Journal of Management*, 11 (6), 2020, pp. 801-811.

<http://www.iaeme.com/IJM/issues.asp?JType=IJM&VType=11&IType=6>

---

## 1. INTRODUCTION

General competence is understood as a person's ability to analyze, synthesize, General knowledge, ability to learn independently, cooperate and communicate, purposefulness, leadership qualities, organization and planning ability [1].

In this context, among the main competencies, that is, "a set of personal qualities that allow effective participation in many social spheres and that contribute to the development of society and personal success, which can be applied in many spheres of life" [2], distinguish the following competencies: General cultural, social, health care, civil, business, information and communication technologies and the ability to learn knowledge during life.

Scientist, paying attention, in addition to the above, and the physical condition of the employee (which for some specialties largely determines the ability to realize the existing potential of the individual in professional activities), puts forward such requirements for personnel as: the presence of professional knowledge, skills, skills, professional and business qualities (organization, responsibility, initiative, enterprise), moral and psychological (personal characteristics of a person – self-esteem, honesty, fairness, psychological stability, behavior ethics, communication style, discipline) and integral qualities (health status, General culture, speech culture, sociability, etc.) [3].

## 2. MATERIALS AND METHODS

At the same time, it is necessary to note that there are different approaches to the interpretation of professional competence.

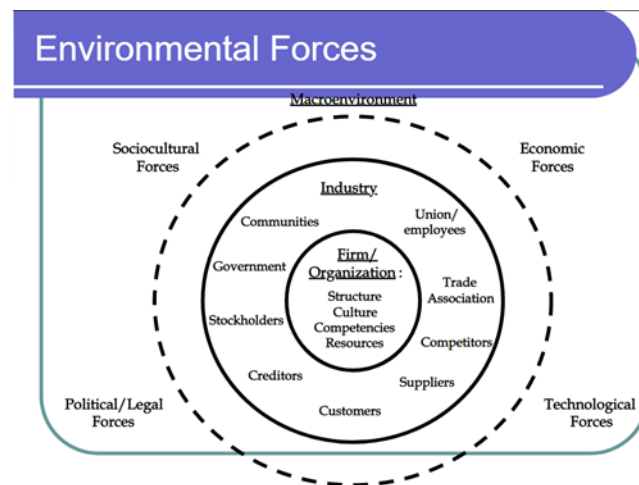
According to the analysis of scientific literature, we consider professional competence as an integrated result of the acquired experience associated with the acquisition of professional knowledge, the ability to use their totality in professional activities, the formation of appropriate personal qualities of an individual [4].

The content of professional competence depends on the sphere of activity of specialists, the specifics of the object, subject, functions of the object and product of labor in tourism activities.

Tourism can be defined as the science, art, and business related to business matters, attracting, training, and organizing leisure activities for individuals or groups of people who travel for pleasure. Tourism is aimed at solving the problem of free time, filling it with meaningful and active recreation, restoring physical and mental strength, improving health, and so on.

In society, tourism performs educational, cultural, educational, creative, recreational, valeological and economic functions [5]. But, first of all, tourist activity is one of the functional spheres of culture, its element and means, a factor of influence on culture. It promotes the development of international contacts, the study of cultures and traditions of different countries

and peoples, tolerance towards each other, awareness of national and world cultural values, the formation of civilizational communication skills and the ability to conduct interpersonal interaction.



**Figure 1** Environmental forces organization

Source: V. Cooper & A. Molla. (2017)

Thus, the infrastructure of the tourist services market can include: tourist accommodation facilities; restaurant facilities; vehicles that serve tourists; educational, recreational, cultural, historical, religious, sports, entertainment facilities, as well as other facilities used for the provision of tourist services or specially created for this purpose; organizations that provide sightseeing and guide-interpreter services and perform formalities when crossing the border between States [6].

The basis of professional and practical activities of specialists in the tourism industry is the relationship of systems:

- human-human (Agency-operator, methodical-excursion, program-animation activities and managers, guides, guides, instructors);
- human-equipment (managers of transport services, restaurant
- business, etc.);
- man-nature (Manager of environmental tourism, recreology);
- a person-an artistic image (guides, employees of museums, art galleries, advertising managers, etc.);
- human-sign system (financial management, information technology Manager in tourism, legal management in tourism, etc.). The specifics of the sphere of activity determines certain requirements for personnel that are unique to it [7].

The special features of the sector of the tourism industry, primarily can be attributed to the significant advantage of services. The characteristic features of the latter are that they are intangible until they are provided; integral to consumers; incapable of storage; the process of production and consumption is inseparable. In addition, the services are characterized by uncertainty, because it is impossible to evaluate them before they are provided, so the external features of the services are put in the foreground the interior, staff, price, information received, and so on. The quality of the service delivery process is unstable, because it largely depends on the professional competence of those who provide it and their sincere desire to please the consumer, that is, to provide high quality service. In the process of working in the field of

tourism, non-standard situations constantly arise that require instant creative solutions and prompt, without prior preparation, communication process. The individual nature of tourist services determines the long-term interaction of the staff with the client.

Another characteristic feature of the tourist market is its dynamic variability and the constant emergence of new trends, business tools, and consumer service technologies. It is rapidly changing and improving, thereby increasing the requirements for specialists.

It is worth noting that consumers of tourist products differ in age category and psychological orientation. In addition, they find themselves in new conditions and different situations, so their behavior and communication process cannot be fully predicted. Such situations often occur, for example, during an excursion, accompanying a group of tourists, checking in and staying in a hotel, and so on. In this case, the crucial role is played by the employee's erudition, professional thinking, culture and sociability.

The art of professional activity of most of the staff of tourism enterprises can be compared to acting. In order to capture the attention of consumers, prepare them for effective interpersonal interaction, make a positive impression on business partners, they, like actors, must be endowed with such qualities as personal attractiveness, correct intuition, diction, ability to character, love of business, observation, impressionability, memory, imagination, intelligence, self-control, resourcefulness.



**Figure 2** Environmental activities and skills

Source: National Occupational Standards for Environmental Employment

The tourism industry is close to the concept of "hospitality". The latter means providing services with special attention to the guest, the ability of the staff to feel their needs, to anticipate the slightest likelihood of conflict situations in the tourist group, while working with visitors to hotels, restaurants and between members of the team. This requires a sincere positive personal relationship between the staff and consumers.

The specialist must be able to ensure the highest quality of service, that is, to show not only their professional skills, but also through interpersonal communication to create a favorable atmosphere that would smooth out even the shortcomings of the service, or, in other words, to ensure technological quality.

Every employee of the tourism sector is responsible for hospitality, because each of them affects the internal atmosphere of the enterprise of the tourism industry, creating a special climate of hospitality [8].

These features significantly increase the importance of human resources, the level of their competence in General, and, in particular, professional and communication training for enterprises in the tourism industry.

The specifics of the tourism industry enterprises determine the requirements for professional training of specialists.

Most authors who have studied the professionally important qualities of specialists in the field of tourism are convinced that to achieve success in the tourism business, you need to have many abilities, skills, abilities, as well as hard work and a certain talent [4]. At the same time, almost all researchers agree that it is important to be able to establish contacts and find a common language with any people.

Personal characteristics of the author attributed qualities that are difficult to change, that is, natural presentability and friendliness, creative approach to performing duties, quick reaction, excellent memory, decency, innovation, health status, and so on.

The leading competencies that should be inherent in specialists of the tourism industry are:

- conceptual (scientific), aimed at understanding the basics tourist activity;
- instrumental-possession of basic professional skills;
- integrative, i.e. the ability to combine theory and practice;
- contextual-understanding the social, economic and cultural environment in which tourism activities are carried out;
- adaptive – ability to anticipate changes in the tourism sector and be prepared for them;
- competence in interpersonal communications.

Important are the personal qualities of a specialist in the tourism industry, such as citizenship, humanity, spirituality, creativity, practicality and high professionalism.

As you know, many authors consider citizenship as a high level of self-awareness, self-esteem, self-respect, self-discipline, honesty; orientation in the spiritual values of life; identification of independence in decision-making and responsibility, which is associated with a free choice of the content of life. Humanity as charity, kindness, empathy, altruism, patience, benevolence, modesty, the desire for peace, good neighborliness, understanding of the values of human life. Spirituality is manifested in the individual's needs for knowledge and self-knowledge, reflection, communication, search for the meaning of life, autonomy of the inner world, integrity.

A specialist in the tourism sector should show creativity, the need for scientific, transformative activities, which require knowledge, skills, intelligence, intuition, etc.

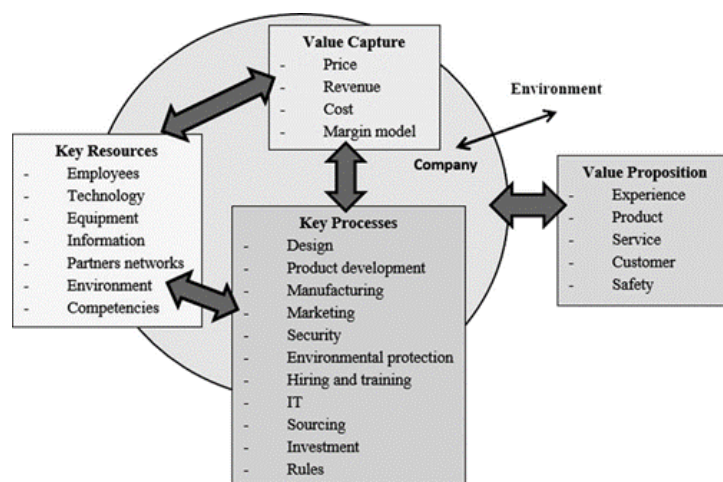
Specialists of the studied sphere pay attention to practicality as a quality of personality, which implies knowledge of the basics of Economics, hard work, economy, foreign languages, knowledge of folk and religious customs, a healthy lifestyle, physical training, aesthetic taste, good manners, the desire to arrange the home, ensuring the welfare of the family.

Professionalism is characterized by erudition, competence, leadership skills, communication skills, the ability to creative professional thinking, knowledge of the history, theory and practice of tourism, mastering pedagogical skills, resistance to stress, and knowledge of psychology.

Focusing on the needs of the relatively young modern tourist market, which is characterized by high competition and requires a highly qualified workforce, we can determine the following requirements:

- ability to adapt to changing life situations, independently acquire the necessary knowledge, applying it in practice to solve problems that have arisen;
- think critically, be able to see what is happening in real life and look for ways to solve them rationally, comprehensively analyze the current situation, creatively approach the solution of non-standard problems;
- clearly understand where and how knowledge can be applied in practice;
- ability to generate new ideas, think creatively;
- be sociable, contact in various social groups, be able to work in teams, effectively preventing or getting out of any conflict situations;
- competently work with information, be able to select the facts that are necessary to solve a particular problem [12], analyze them, put forward hypotheses for solving problems.

Consequently, the successful professional activity of specialists is largely based on their high level of competence, i.e. professional knowledge, skills, high level of General culture, conformity to the peculiarities of the psychological profile of the profession and to a large extent on professional communication knowledge and ability to implement effective communication with consumers of the tourist product, business partners and employees.



**Figure 3** Components of business model for tourism

Source: Perić et al., 2016, p. 476

Among the many requirements for specialists in the tourism industry, one of the most important is communication competence. "...An employee of the tourism and recreation industry must be well-educated as a specialist in their professional field, knowledgeable in the field of culture and must have communication skills" [9].

The ability to communicate with people, as the most necessary for specialists in the tourism industry, in particular, communication skills can be considered the second most important factor in the successful performance of official duties.

The term "communication" comes from the Latin "communicatio", "communico" – make common, connect, communicate.

The analysis of psychological and pedagogical literature allowed us to separate several approaches to the relationship between the concepts of "communication" and "communication".

Based on the results of the theoretical analysis of the literature, we believe that for the tourism industry, whose professional activity is based on constant interaction with consumers, business partners, and the main goal is to transmit information, the concept of "communication", "business communication" is identified and considered as a process of establishing and developing business contacts between specialists, staff and consumers, partners.

Communicative competence involves knowledge of norms, rules, communication technologies and the ability of a person to establish and maintain the necessary contacts with other individuals. Thus, its level is determined by the totality of personal and individual qualities of a person, the system of his internal resources – for example, the degree of development of the need for communication, the ability to be active and initiative, the ability to respond to the state of the interlocutor, life experience, sphere of activity, range of interests, emotionality, worldview, etc., and also depends on its communicative culture [10].

The communicative culture of a person contains a system of knowledge, skills, abilities and values, which includes knowledge and compliance with the rules of the language in which the communication process takes place, that is, the rules for building words, sentences, etc., the desire for effective and pleasant communication, the use of appropriate intonations, facial expressions, gestures, movements, emotions, and so on, accompanying the communicative act.

For employees of the tourism industry, as for any other activity, there are certain professional norms, rules and requirements related to professional culture as a system of norms and rules of behavior of representatives of a certain profession. Communication culture in the tourism industry can be considered as a means of achieving goals through interpersonal interaction with consumers and business partners.

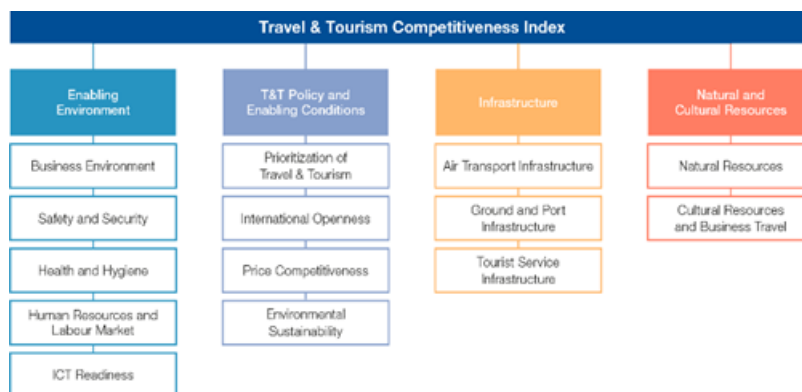
Taking into account the internationalism of tourism, a necessary condition for the existence and prosperity of this business is the adoption of experience, cooperation with representatives of foreign companies in the tourism industry and, directly, interaction with tourists. In this context, it is worth noting one of the means that contributes to achieving the goal, cross-cultural communication, i.e. the interaction of representatives of different cultures, the ability to understand the views and opinions of representatives of another culture, to control their behavior, to prevent conflicts in the communication process, to recognize the right to the existence of different values, norms of behavior [11].

For specialists of the tourism industry, whose professional activity primarily involves business interpersonal interaction, meaningful content of communication functions and includes perceptual, communicative and interactive actions. The first are the ability to tune in to positive communication, to determine the nature of experiences, the state of a person based on characteristic verbal and non-verbal signs. Communicative actions are correct, emotional, imaginative, stylistically colored speech, variation of speech strategies and tactics, appropriate facial expressions, gestures, etc.

Interactive actions and a communicative and supportive style of communication. Almost all the qualities of a person affect how they communicate with others: their orientation, knowledge, skills, features of memory, thinking, emotions, and temperament. However, they all have different effects on the person's communicative behavior. According to the researcher, knowledge, skills, features of perception, memory, provide the "technology" of communication, and temperament, gender and age characteristics of the body, "provide the communicative behavior of individual color".

In particular, during the performance of the service function, the communicative knowledge, skills and certain personal qualities necessary for organizing interaction and cooperation with Ukrainian and foreign partners (clients), providing information to clients; implementing tourist products, meeting tourists, tourists, working with a group of tourists,

tourists; accompanying tourists, tourists; answering questions from tourists, tourists, and so on [13].



**Figure 4** The T&T Competitiveness Index 2019 framework

Source: World Economic Forum, 2019

The production and technological function puts forward the following requirements: organization of interaction and cooperation with business partners; formation of a tourist product; actions in conflict, emergency situations that may occur, for example, while accompanying a tourist group; registration of a tour package by a travel Agency; establishing communication with the main office of the tour Desk; conducting a standard sightseeing tour, excursions to a Museum or cultural center, excursions under a special program, and so on.

The implementation of the organizational and planning function includes: conducting business correspondence, organizing partnerships and activities of tour companies, collecting and processing statistical data, dealing with customer complaints, reporting, conducting marketing research (competitors, consumers, etc.), developing and implementing new tourist products (concluding contracts with manufacturers of tourist services, advertising, etc.), organizing production processes, providing services and foreign economic activity, making and implementing management decisions, improving the quality and competitiveness of tourist services, market research of the tourist market, development of strategic directions for the development of the enterprise, planning and forecasting of its activities, development and implementation of innovations, and so on.

The control and management function requires the presence of professional and communicative knowledge, skills and certain personal qualities in the process of managing the quality of tourist services and achieving their competitiveness, monitoring the quality of services and forming a team, the image of the organization and personnel management. First of all, in the structure of a specialist's personality, the Central place is occupied by a motivational and value attitude to professional activity. It is an active-positive motivational-value attitude to professional activity that is the basis that determines the personal qualities of a professional specialist.

The motivational process is most productive if it converts externally set goals into internal needs of the individual, that is, when motivation becomes an internal push to certain actions. To a large extent, the attitude to professional activity is evidenced by the level of awareness of the choice of profession, which is a prerequisite for focusing on tourism activities, the desire to learn and master the profession, ensuring high quality of training processes and further work.

The second component of the specialist's personality structure is content, that is, the presence of knowledge, skills and abilities. The formation of professional and communicative competence of personnel is impossible without a system of knowledge about the features of the



communication process, normative professional requirements, fixed by normative acts and informal requirements that will allow the specialist to navigate in communicative situations, predict the behavior of employees, clients and employees, and achieve maximum efficiency of the process of business and professional communication. First of all, it is the formation of theoretical foundations, a system of norms and values of professional communication, knowledge that reflects certain values of communication, which determine the nature and direction of communication activities of a specialist in the tourism industry.

So, the content component involves the definition of groups of knowledge necessary for professional and communicative activities of the staff.

For employees of the tourism industry, the following groups of knowledge are important, both leading and auxiliary. The first are theoretical, scientific knowledge of all aspects of professional activity, in particular, the theory of effective interpersonal communications. The leading ones include knowledge on the organization of activities of enterprises in the tourism industry, technological processes, and so on.

In the context of the formation of professional and communicative competence of specialists in the tourism industry, such auxiliary knowledge is important: logical, necessary for the development of logical thinking, assimilation of concepts, implementation of judgments, conclusions, obtaining initial knowledge, awareness of similarities, differences, direct and indirect evidence, analysis, synthesis, and so on.

Logical knowledge is important when working with consumers and business partners in the tourism industry. It is logical knowledge that helps to understand the interlocutor, analyze verbal and nonverbal manifestations of communication; react quickly, determine the model, the most successful technology for conducting communication; draw an analogy with situations that have already been encountered, establish logical feedback, in order to convince, win the interlocutor, etc; cross-subject, which allow you to develop a style of thinking, a holistic view of professional problems.

It is important for a specialist to be able to implement a holistic approach to professional activity, to identify the entire set of professional knowledge in practice. To ensure the high quality of the tourist product, meet the needs of consumers, and successfully interact with business partners, every professional, regardless of whether he is engaged in the preparation, implementation of the tourist product, participates in the direct process of providing services, negotiations, and so on, must know and connect all aspects of the enterprise's activities in the tourism industry, act in concert, as an integral mechanism. It is impossible to effectively conduct professional communications based only on the theory of interpersonal communication, because to do this, you need to know how to talk and what to talk about;

Estimates that are necessary for monitoring and analyzing one's own activities and predicting the expected result. For specialists of the tourism industry, it is important to develop the ability to assess the situation, the act of communication, their own communication capabilities (internal self-assessment) and the interlocutor in order to predict and manage the further communication process;

Operational knowledge, that is, knowledge about the basic techniques of behavior, conducting effective communications; the use of techniques at a conscious level (skill) or "automatically" (skills). This is the ability to promptly provide information to the consumer, business partner, provide feedback, monitor the communication process, and promptly correct it if necessary.

Among the main communicative knowledge that specialists of the tourism industry should possess: knowledge of the theory of interpersonal communication, including the psychological aspect, professional terminology, techniques for communicating with consumers, sales,

receiving and negotiating with business partners, business correspondence, commercial correspondence; knowledge of the rules of constructive criticism, issues of prevention and resolution of conflict situations; communication etiquette, gender, age, national characteristics of individuals, psychological typology of people. It is important for specialists in the tourism industry to know the national customs, traditions, and features of non-verbal communication of the world's peoples, because, for example, the manifestations of the latter are sometimes interpreted diametrically opposite. In some countries, avoiding eye contact (eye-to-eye contact) is associated with a desire to hide, while among the peoples of other countries, on the contrary, it is considered a sign of disrespect. Readiness to perform actions, application of the acquired knowledge in practice characterize the skills.

General communication skills, in particular the ability to communicate, to build harmonious relationships with others, psychologists divide into three types: psychotechnical (psychophysical self-regulation of the individual during communication), expressive (verbal and nonverbal means of communication) and personal (related to the process of interaction, reciprocity and mutual influence).

### 3. CONCLUSION

Given such activities of workers in the tourism industry as an active lifestyle that defines the role of interpersonal interaction with customers and business partners continuous interaction with customers, business partners, each of which has its own psychological, gender, age, national peculiarities; international cooperation; emotional stress, and sometimes extreme emotional conditions, physical loads, increasing demands on certain personal qualities of specialists and their psychological characteristics. The personal component involves the identification of a number of qualities that are necessary for specialists in the tourism industry, without which it is impossible to have a successful professional activity in the field that is based on communication.

Empathic abilities of a person can be considered as a socio-psychological trait that is formed during the interaction of people and affects the success of communication, the range of difficulties that it experiences. That is, empathy is a means of containing negative emotions in relationships with others and consists of the ability of a person to recognize the emotional state of another individual, respond to his experiences and select an adequate empathy response.

A high level of empathy among employees is necessary for successful activities in the tourism industry, which is based on constant interaction with its consumers. Consumption of a tourist product is most often associated with recreation, which significantly increases the value of this quality, so it is empathy that contributes to the most effective understanding with interlocutors, a positive mood for a communicative act, contributes to the desire of the staff to meet the needs of the consumer, his ability to understand customer complaints and prevent their occurrence or respond in a timely manner. This quality contributes to the development of observation of the behavior and interaction of people, allows specialists to more quickly come to a conclusion about the characteristics of consumers before there is objective information about the emotional state of the consumer, predict the situation and behavior of the consumer, business partner.

Individuals with a high level of empathy often seek to improve the state of the partner, optimize contact with him. A high level is characterized by interest, sensitivity, the emergence of fear of offending others, a stable positive attitude to the other, the desire to really help in problematic situations.

The solution of the tasks should be carried out using a three-component structure, the components of which are motivational, content and personal components.

## REFERENCES

- [1] Perić M., Wise N., Dragičević D., Suggesting a service research agenda in sport tourism: Working experience(s) into business models. *Sport, Business and Management: An International Journal*. 7, 2017, pp. 58–76.
- [2] Eltantawy R. A., The role of supply management resilience in attaining ambidexterity: A dynamic capabilities approach. *Journal of Business & Industrial Marketing*. 31(1), 2019, pp. 123–134.
- [3] Dangelico R.M., Pujari D., Pontrandolfo P., Green product innovation in manufacturing firms: A sustainability-oriented dynamic capability perspective. *Business Strategy and the Environment*. 26(4), 2017, pp. 490–506.
- [4] Cooper V., Molla A., Information systems absorptive capacity for environmentally driven IS-enabled transformation. *Information Systems Journal*. 27(4), 2017, pp. 379–425.
- [5] Collins T., Review of the twenty-three year evolution of the first university course in green chemistry: Teaching future leaders how to create sustainable societies. *Journal of Cleaner Production*. 140, 2017, pp. 93–110.
- [6] Chen P.H., Ong C.F., Hsu S.C., The linkages between internationalization and environmental strategies of multinational construction firms. *Journal of Cleaner Production*. 116, 2018, pp. 207–216.
- [7] Busse C., Schleper M., Niu M., Wagner S., Supplier development for sustainability: Contextual barriers in global supply chains. *International Journal of Physical Distribution & Logistics Management*. 46, 2016, pp. 442–468.
- [8] Buil-Fabregà M., Alonso-Almeida M.D.M., Bagur-Femenías L., Individual dynamic managerial capabilities: Influence over environmental and social commitment under a gender perspective. *Journal of Cleaner Production*. 151, 2017, pp. 371–379.
- [9] Brockhaus S., Fawcett S., Knemeyer A., Fawcett A., Motivations for environmental and social consciousness: Reevaluating the sustainability-based view. *Journal of Cleaner Production*. 143, 2017, pp. 933–947.
- [10] Goh E., Scerri M., “I study accounting because I have to”: An exploratory study of hospitality students’ attitudes toward accounting education. *Journal of Hospitality & Tourism Education*. 28(2), 2016, pp. 85–94.
- [11] Hsu L., Mind the gap: Exploring hospitality teachers’ and student interns’ perception of using virtual communities for maintaining connectedness in internship. *Journal of Education and Training*. 4(1), 2017, pp. 88–100.
- [12] Hsu C.H.C., Xiao H., Chen N., Hospitality and tourism education research from 2005 to 2014: “Is the past a prologue to the future?” *International Journal of Contemporary Hospitality Management*. 29(1), 2017, pp. 141–160.
- [13] Ihnatenko M., Antoshkin V., Lokutova O., Postol A., Romaniuk I. Ways to develop brands and pr management of tourism enterprises with a focus on national markets. *International Journal of Management (IJM)*. 11(5), 2020, pp. 778-787.
- [14] Natalka Kotelianets, Nataliia Savchenko, Iulia Kotelianets, Olena Nikitina and Mykola Dubinka, Modeling the Methodological System of Studying as a Way of Technological Competence Formation, *International Journal of Civil Engineering and Technology (IJCIET)* 9(11), 2018, pp. 1996–2006.
- [15] Nur Hayati and Desi Novitasari, An Analysis of Tourism Service Quality Toward Customer Satisfaction (Study on Tourists in Indonesia Travel Destinations to Bali). *International Journal of Marketing and Human Resource Management*, 8(2), 2017, pp. 09–20.