

THE WAYS OF EMPLOYEE MOTIVATION IN TRAVEL AGENCIES OF BELARUS AND MONTENEGRO

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Motivating employees is vital to any business. A motivated workforce means a highly productive staff, all of which will help a company to achieve its goals. Lots of research has shown the relationship between employee satisfaction and a company success. That is why it is the topic of great importance nowadays.

The aim of the research is:

- to evaluate the role and importance of employee motivation in Belarusian travel agencies for achieving a high level of service excellence in tourism industry.

The above mentioned aim provides a broader idea of evaluating the role and importance of employee motivation and of achieving a high level of service excellence in tourism industry. The research has the following objectives:

- To identify employee motivation as an important tool for success of the organizations.
- To analyse financial and non-financial rewards for employee motivation.
- To compare experience in employee motivation in Belarus and Montenegro.

First, Belarusian employers were interviewed about the ways they use to motivate staff in travel agencies.

The agencies chosen were as follows: «Coral Travel», «Step by step», «ArgoTour», «Ecotravel», «SmokTravel», «Toptour», «Rosting».

Second, the analysis of the foreign experience of employee motivation was based on the results of the survey carried out at the University of Montenegro [1].

Third, the ways of employee motivation in travel agencies in Belarus and Montenegro were compared.

Firstly, the structures of financial rewards for employee motivation in travel agencies of Belarus and Montenegro were compared and the following conclusions were made.

The research suggests that salary bonuses take the top place both in travel agencies of Belarus and Montenegro. This way of financial reward appears to be the strongest one. That means that employees are really interested in money and they are motivated by this factor.

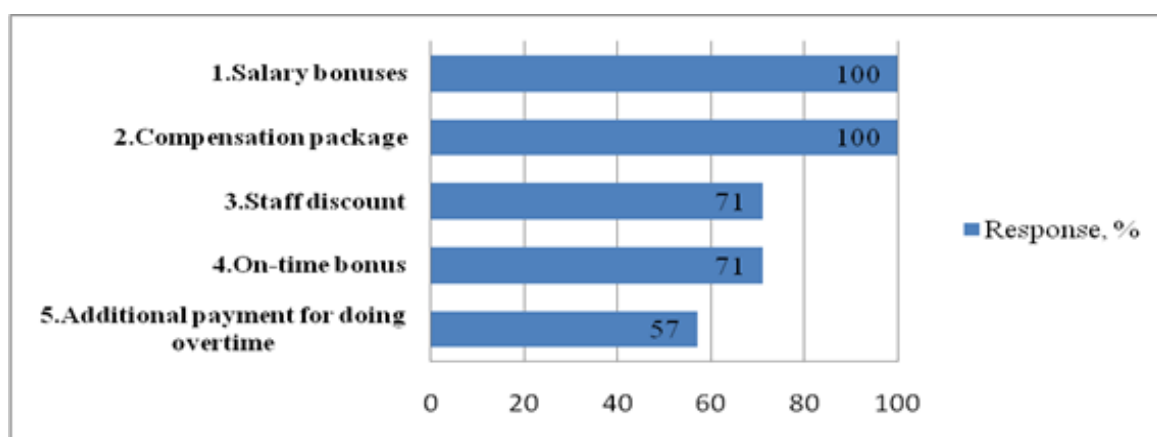
The compensation package takes also the first place in Belarusian travel agencies, which means that 100 % of agencies mentioned it as vital for employees, because everyone wants to know that he is protected from unex-

pected situations in the future. But surprisingly, travel agencies in Montenegro don't use such a way of motivation.

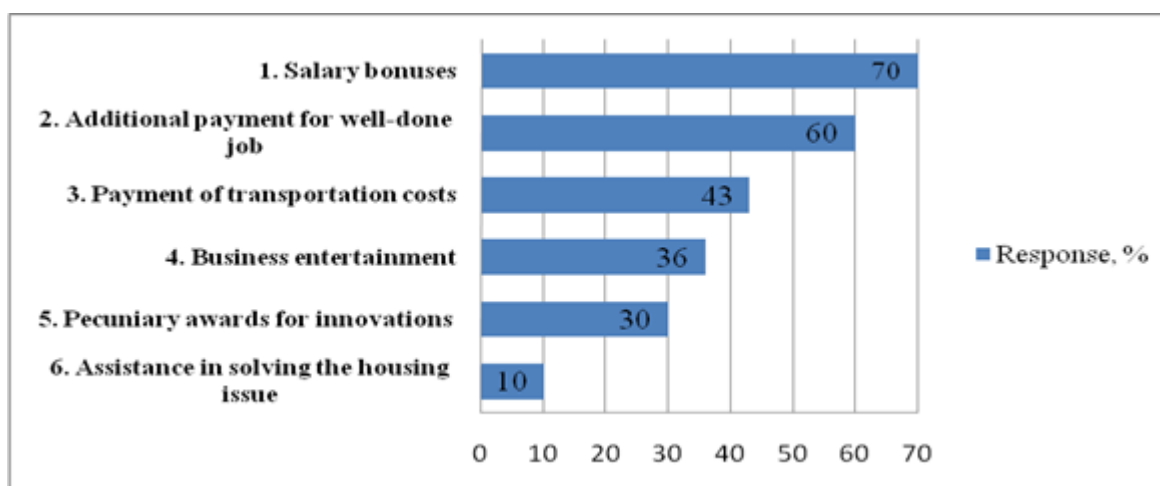
Additional payment for a well-done job was mentioned by 60 % of Montenegro's travel agencies, while it takes only the fifth place in Belarusian agencies.

Staff discount and on-time bonus share the same position of 71 % in Belarusian agencies.

Business entertainment seems to be an effective way of employee motivation, which is used by 36 % of Montenegro's travel agencies. It is very popular with their managers, but not in Belarus. For instance, they organize occasional excursions, field trips and social gatherings for the employees. Our agencies could adopt this way to improve the esprit de corps and it might make employees feel like a part of the organization. Introducing culturally appropriate activities and incentives in the organizations might become effective ways to motivate Belarusian employees.



Pic. 1. Structure of financial rewards for employee motivation in travel agencies of Belarus



Pic. 2. Structure of financial rewards for employee motivation in travel agencies of Montenegro

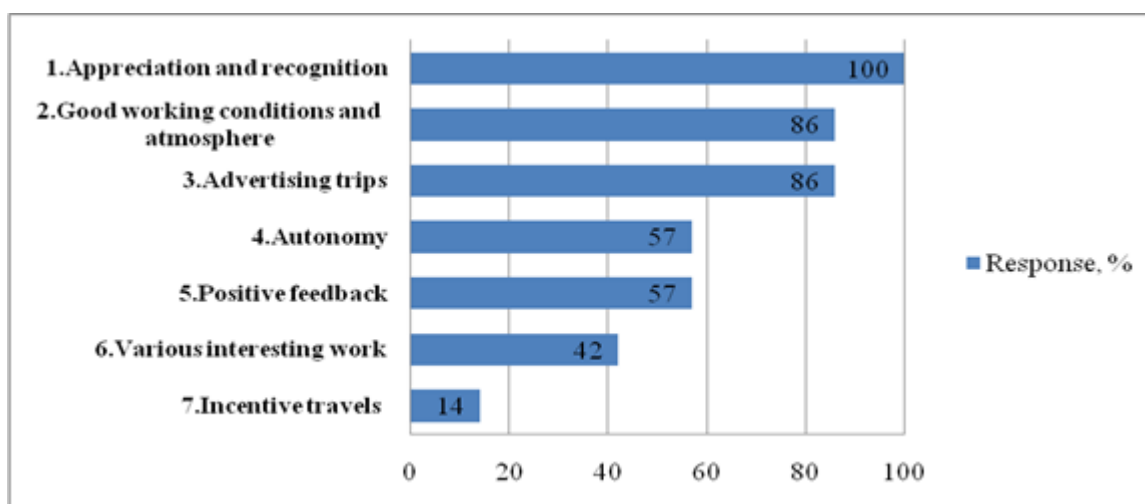
Secondly, the structures of non-financial rewards for employee motivation in travel agencies of Belarus and Montenegro were compared and the following conclusions were made.

Appreciation and recognition take the highest position and are used as non-financial rewards in all of the interviewed Belarusian agencies (100 %). Having achievement recognized is a key factor of non-financial rewards, because employees want to know that they are respected by the organization. Such a way of motivation creates an environment of trust and teamwork by encouraging a two-way communication.

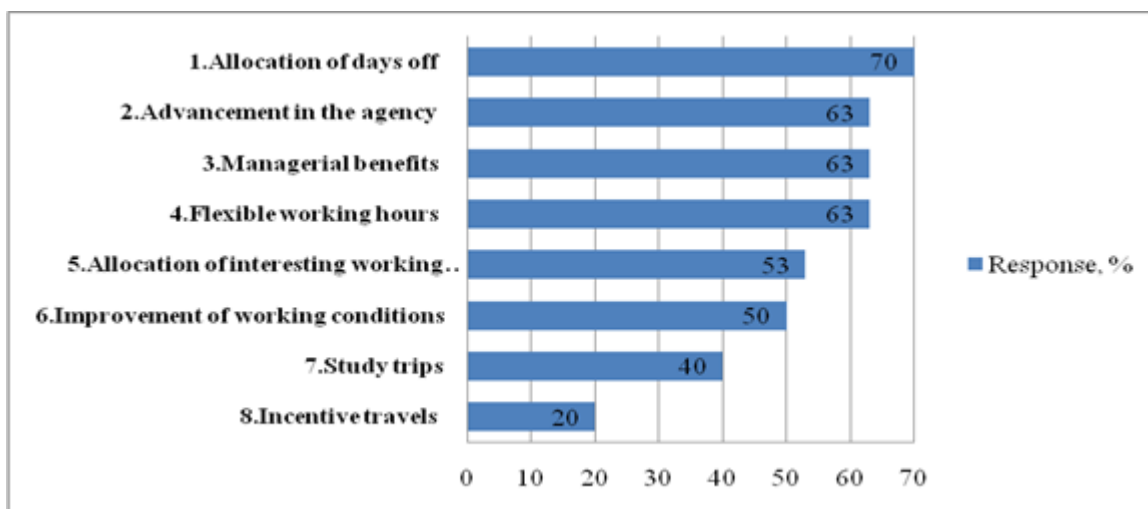
Allocation of days off is applied by 70 % of managers in Montenegro and takes the first position. The next place is shared by three ways of motivation such as advancement in the agency, managerial benefits and flexible working hours. Such a system can be a good way of recruiting and retaining staff.

Good working conditions and atmosphere were mentioned by 86 % of travel agencies of Belarus, while it takes only the fourth place in agencies of Montenegro (50 %). Travel agencies of Belarus maintain a tidy, healthy and open work environment in the workplace and create an atmosphere where staff realizes the value of their work.

Unfortunately, advertising and incentive travels are not widely spread and take the last position in the structures of non-financial rewards in both countries. These ways of motivation might help the staff to broaden their horizons, develop soft skills. After such travels employees return with renewed enthusiasm and a new perspective on half-done projects. The creation of new programs and establishment of new business contacts are also stimulated. Moreover it helps the staff to improve performance, boost their morale and foster company loyalty.



Pic. 3. Structure of non-financial rewards for employee motivation in travel agencies of Belarus



Pic. 4. Structure of non-financial rewards for employee motivation in travel agencies of Montenegro

Finally, you have seen that financial rewards are of great importance for both countries. But travel agencies of Montenegro use such interesting ways of non-financial rewards, as allocation of days off, flexible working hours and study trips, which our agencies could adopt. Belarusian travel agencies should realize that the success of the company depends on its employees. It would be worthy enough to recognize the importance of employee motivation for ensuring service excellence in tourism industry.

Литература

1. *Vucetic A. Managerial perception of employees in travel agencies in Montenegro // Tourism and Hospitality Management. 2012. Vol. 18, №1. P. 127–140.*

УМЕНИЕ УПРАВЛЯТЬ ГОСУДАРСТВОМ – РЕФОРМЫ РИШЕЛЬЕ (1624–1642)

Т. А. Обжигайлов

Исторические деятели, на чью долю выпадает устранение давно установившихся порядков, не могут рассчитывать на справедливую оценку со стороны современников. Такими людьми для Франции в XVI в. были первый министр кардинал Ришелье и его преемник кардинал Мазарини. Их по праву относят к величайшим реформаторам своего времени.

До 1624 г. Франция представляла собой слабое государство, изнуренное гражданскими войнами. В стране было необходимо что-то менять [2, с. 112]. 29 апреля 1624 г. в состав высшего совета, главного органа, определяющего политику Франции, вошел никому не известный, в прошлом епископ Люсонский, а впоследствии кардинал Ришелье. Уже через