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HOSPITALITY ETHICS – THE MAIN IMAGE CRITERION OF THE TOURISM INDUSTRY MANAGERS

ÉTICA EM HOSPITALIDADE - O PRINCIPAL CRITÉRIO DE IMAGEM DOS GESTORES DA INDÚSTRIA DO TURISMO

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ABSTRACT: The article analyzes the problem of the efficiency of the image formation of future tourism industry managers in professional preparation. Sociocultural and psychological aspects of the hospitality ethics of a travel company professional activity are outlined. Hospitality ethics peculiarities of travel company managers are determined: observance of universal human standards of behavior, cultural traditions, corporate and professional code of honor, norms of hospitality ethics subordination and psychological distance. Research attention is focused on future manager image formation under conditions of a dual mode of study. The influence of involving stakeholders of travel companies in the educational process of future managers is projected. The chosen criteria for image formation of future managers in the conditions of dual mode of study are substantiated analytically. The levels of the professional image formation of the future managers are determined and detailed at the summative stage of the experiment. The social priority in the image formation of the future manager of the tourism industry of the declared hospitality ethics criterion, built on spiritual, ethical, and aesthetic values in tourism is emphasized. **Keywords:** hospitality ethics, image, criterion, future manager, stakeholder, dual mode of study.

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RESUMO: O artigo analisa o problema da eficiência da formação da imagem dos futuros gestores da indústria do turismo na preparação profissional. Aspectos socioculturais e psicológicos da ética da hospitalidade da atividade profissional de uma agência de viagens são delineados. São determinadas as peculiaridades éticas da hospitalidade dos gestores de empresas de viagens: observância de padrões humanos universais de comportamento, tradições culturais, código de honra corporativo e profissional, normas de subordinação ética da hospitalidade e distância psicológica. A atenção da pesquisa está voltada para a formação da imagem do futuro gerente sob as condições de um modo dual de estudo. Projeta-se a influência do envolvimento de stakeholders de agências de viagens no processo educacional de futuros gestores. Os critérios escolhidos para a formação da imagem dos futuros gestores nas condições da modalidade dual de estudo são fundamentados analiticamente. Os níveis de formação da imagem profissional dos futuros gestores são determinados e detalhados na etapa somativa do experimento. Enfatiza-se a prioridade social na formação da imagem do futuro gestor da indústria do turismo, segundo o critério da ética declarada da hospitalidade, alicerçado em valores espirituais, éticos e estéticos do turismo. **Palavras-chave:** ética em hospitalidade, imagem, critério, futuro gerente, stakeholders, modo dual de estudo.

INTRODUCTION

The tourism industry provides a sociocultural environment created by the efforts of historical transformations of previous generations' cultural space, preserves and enriches the cultural values of past traditions, introduces values into the minds of each individual, meets the primary needs of recreation and leisure. The sociocultural level overall also depends on the diversity of different cultures. The sociocultural environment of the tourism industry combines the interconnections and communications of the enterprise culture and that of the existence within the frames of the historical and modern reality. This industry is aimed at creating a service that can comfortably meet the sociocultural needs of people and differs from other activities by a comprehensive mastery of intelligence, hospitality ethics standards, and spiritual needs of the personality. Hospitality ethics is the most important resource of a travel company image. Its duration in the industry market depends on the team of professional managers. Image formation of the tourism industry future managers is becoming an urgent need that can be met in conditions close to professional activity. Therefore, it is important to study the hospitality ethics formation as a criterion for the image of the tourism industry future managers under conditions of a dual mode of education.

ANALYSIS OF RECENT STUDIES AND PUBLICATIONS

In the process of solving the research problem, we relied on foreign experience in the field of tourism: Henrique Costa (2020), V. Kvartalnov (2014) et al. d. Walker defines hospitality as one of the fundamental concepts of human civilization and believes that it has long ago transformed into an industry that employs many millions of professionals. Fundamental issues of vocational education are reflected in the works of national scientists K. Averina (2020), V. Ivashchenko (2020), O. Petrovska (2020), in tourism, in particular, N. Bakhmat (2018), T. Dudka (2018), V. Liubarets (2018, 2019), S. Litovka-Demenina (2019), V. Nehodenko (2019). Scientific studies by V. Liubarets (2020), N. Rodinova (2020), and K. Levadna (2020) are devoted to the problems of training specialists in the field of tourism under conditions of dual mode of education. It should



also be noted that the problem of forming the image of the tourism industry future managers has been insufficiently studied. Therefore, the works of T. Dovha (2010) and S. Havrilyuk (2010), which reveal various aspects of image formation, take on particular importance for the study. Hospitality ethics as the most significant resource for effective management was studied by L. Varypaieva (2016), I. Zharska (2014), L. Maliuk (2016), M. Oklander (2014), and T. Panfilova (2011).

The objective of the article. Analysis of the significance of forming the hospitality ethics image criterion in the professional preparation of tourism industry future managers under conditions of dual mode of study.

RESEARCH METHODS

Image formation of a travel company potential is the prerogative of its competitiveness in the labor market. In the study, we relied on the provisions of systemic, activity, and organizational approaches, used general scientific principles to analyze the theoretical aspects of the examined problem. In the process of our scientific research, we used general and special scientific methods, the main of which are: methods of analysis and synthesis, comparative, terminological analysis, generalization.

RESULTS

The social progress of the tourism industry contributed to the interpenetration of rules of conduct, the enrichment of cultures. The modern world of travel company development demands from managers the knowledge of the laws of international business partners, their development strategy, and ability to predict the course of development of partners. The process of the world cross-fertilization with rules of conduct has allowed elaborating a mutually accepted etiquette, which is recognized in the main features and enshrined in the customs and traditions of different cultures. The most important factor of the tourism business and its image development is the ethics of hospitality. The management of the internal and external organization of the tourism business environment should also be ethical. Hospitality ethics is the most important resource for effective management, which is focused on the arrangement of human relations.

Thus, the hospitality ethics of travel companies are: the ethics of hospitality of the organization and management in the company provides the achievement of corporate goals, the basis of which is respect for traditions, views, needs, motives, and human dignity of the individual; technology of hospitality ethics is reflected in plans, projects, codes of ethics of hospitality, norms, standards, expert opinions based on the moral choice of decisions and actions.

The hospitality ethics in tourist activities is based on universal human values (Hospitality and history, 2021):

1. Freedom – tourist activities should be aimed at the freedom of commercial actions of both their own and competitors.
2. Tolerance, namely, a realization of the impossibility to instantly overcome the weaknesses and drawbacks of partners, consumers, and employees; establishing mutual trust, understanding, and sincerity.
3. Tact and delicacy, which consist in understanding the conformity of norms of behavior and the ability to apply them. Tact means the ability to perceive your partner as an equal personality with account for the following characteristics: gender, age,



nationality, habits, capability. Delicacy consists of politeness and attentiveness in communication, in the form of manifestation of correctness and sincerity in the eyes of colleagues. The utmost importance is placed on the delicacy of communication with foreign partners, taking into account their customs, traditions, manners.

4. Justice as an objective estimation of personal attributes of the individual and his/her activities with the recognition of his/her individuality, criticism, self-criticism.

5. Responsibility – to meet obligations despite various professional situations.

Considering the modern etiquette of hospitality as a social phenomenon, one may claim that it is a complex of universal moral and ethical rules and beliefs, requirements and recommendations governing the activities of people in various situations: during professional activity, in everyday life, in the tourism industry, at leisure, and during family recreation. The hospitality ethics in the tourism industry in both formal and informal communication, in the process of conducting formal and informal events - always perform the functions in accordance with the division into ranks, status, distinctions, and properties (Maliuk, 2016).

The modern manager of the tourism industry must respect himself as a personality and others, showing tolerance, delicacy, tact, trust, and persuasiveness of partnerships in professional practice. Touristic activities require competencies from managers: to recognize the need for cooperation, to recognize the inevitability of competition and to appreciate the freedom of own and competitor's commercial actions; take the risk and responsibility for all decisions made; give promises on time and be able to identify them.

The effectiveness of the management behavior communication process depends on the personal appearance, way of talking, ability to address and express thoughts, use psychological distance and manage own emotions. Thoughtfulness, the ability to listen to the consumer, the choice of comfortable travel services are highly appreciated in the hospitality ethics of travel companies.

We agree with the opinion of T. Panfilova and believe that hospitality in the tourism business requires the observance of both the basic rules of etiquette and understanding the need for certain traditions, rules, and relationships of the respective region. Great importance in the hospitality of tourist activities belongs to the manners reflecting the inner culture of the individual, his/her moral and intellectual qualities (Panfilova, 2011).

Hospitality is not compulsory or forced in the tourist trade in the process of communication. The travel industry is regulated by norms: state and legal; cultural; moral. The first means that the actions and decisions of the individual are within the laws established by the state and correspond to the socio-political system. The second means that the manager carries out his professional activities in certain cultural and historical conditions, which is reflected in the choice of methods and means of activity (Bakhmat, Dudka, Liubarets, 2018).

The third envisages that the manager is guided by certain values in his/her actions and deeds. The first and second groups of norms exist objectively regardless of whether a person recognizes their existence and whether he/she is willing to adhere to them. Violation of the laws of the social system is punishable by public condemnation and recognition of the law violator as an antisocial element. Value orientations, which are fixed in moral norms, are interpreted by the individual subjectively depending on his/her intellectual, cultural development, and psychological maturity. This poses the question about the degree of the mandatory passage of certain moral principles because



the only full-fledged judge of the actions of managers in this area is their own conscience.

Therefore, hospitality ethics is essential in the tourist trade. To understand the peculiarities of its use, let us define the basic notions. Ethics is the philosophical science about morality, a set of norms that regulate interpersonal relations (Maliuk, 2016). Morality refers to one of the most important forms of social consciousness; therefore, it performs the following functions in the sociocultural environment of tourism:

- regulatory: morality regulates relations between people in the field of tourism, provides management of social relations;
- educational through which moral experience is passed from generation to generation, forming a national type of personality and ensuring cultural tradition conservation;
- cognitive: moral face is the major constituent of personality and includes a person's idea of the purpose and point of life, a person's understanding of duty, and the necessary moral qualities;
- worldview: morality is part of the general views of the individual on the content and nature of social relations; it contributes to the solution of public life issues, helps to form the ideal and awareness of social processes.

Business communication, the norms, and values of exchange of activities play, as well as ethical forms and methods of people interaction in solving professional issues in official and job situations play the important role in tourist activities. In this case, interaction is based on the hospitality ethics and business etiquette as the key factors in the formation of corporate culture, which is manifested in the etiquette of communication being the most important aspect of sociocultural activities of tourism (Liubarets, 2018). The main thing in the hospitality ethics of tourist activities is the manifestation by managers of their professional competencies. Professional ethics determines the ethical principles and norms of individual behavior within a particular type of labor activity (Havriliuk, 2006: 17).

An objective and friendly attitude to the personal views, expectations, and professional opinions of subordinates is a must of hospitality in the professional activities of a manager. The ethical aspect of the material and moral assessment of the personal contribution of each manager to the common cause of travel company development takes pride of place. Therefore, the Code of Ethical Conduct for all those involved in tourist activities contains the basic principles and requirements for their hospitality:

1. Always be polite.
2. Never lose your dignity – a that is, such a special ethical attitude of a person to himself, based on the recognition of the value of own personality and self-discipline, self-esteem, as well as the demand of respect of other people.
3. Always keep tact – a sense of proportion, which underlies the ability to behave delicately, i.e., in the most appropriate way with respect to someone, something, or something in specific conditions of tourist activities.
4. Never forget that the appearance of the manager must harmoniously correspond to the character of tourist activities, i.e., express confidence, respectability, rationality, wealth, and other qualities that are inherent in a successful entrepreneur.

The development of hospitality ethics in tourist activities, which includes several general points-rules of business etiquette, non-compliance with which results in unexpected non-traditional situations is quite topical today. For instance, lack of communication skills and ethical features of hospitality leads to problematic



relationships with colleagues, senior executives, consumers, which affects the additional time expenditures spent on image renewal (Dovha, 2010). Hence it follows that the lack of formulated rules of hospitality ethics in tourist activities inevitably leads to the lack of a positive effect of friendly service, which negatively affects the image of both managers and the company.

The travel company has its own image among other market participants in the tourism industry. The image of a travel company represents the interaction of factors that are partially controlled by the company, but it is the hospitality ethics that increases their qualitative index. The image of a travel company is the introduction of hospitality ethics with an individual approach to each consumer of travel services. The manager controls the individuality of the consumer through daily routine, appearance, place of residence, as well as the choice of travel services and requirements for the quality of service.

The future manager should know the purpose of studying the image of the travel company, using various sources of formation. First, it is an assessment of the travel company's activities in interaction with interested consumer groups (public relations or PR):

- measuring, evaluating, and interpreting the desires of social groups;
- determining the purposes aimed at increase of sociocultural understanding and approval of tourist services, policy, planning of the tourist company, and the selection and constant training of the personnel;
- coordinating goals and development plans of the travel company with the interests and needs of different sociocultural groups;
- development, implementation, and diagnosis with correction of programs to gain sociocultural understanding and approval.

While using the technology of influence in the process of communication with consumers, the touristic company may direct their choice in response to its offer. The future manager should use the means of communication: advertising material, press releases, official statements and reports, exhibitions, design of travel services, branded attributes, etc. The formation of the hospitality ethics of managers in professional activities is manifested in the following steps: Measuring the hospitality ethics, what is it? Evaluating hospitality ethics, what should be done? Developing programs of hospitality ethics formation, how it will be done? Program implementing. And again, the measurement of hospitality ethics formation, what is it now?

The leadership of a travel company in the market is the result of the activities of both the company and managers aimed at maintaining the financial reputation, creating the best hospitable impression of the company's sociocultural environment for success and prospects. Leadership strengthens the motivation of managers, increases the labor inputs of all team members, which forms the reputation and their desire to improve professional development.

A travel company is part of the general culture that operates at its various levels: sociocultural level; industry-specific level; service level; marketing level.

The study provided advice for managers of travel companies:

1. Create a travel service that you can sell.

Do not start a new one until you are sure that you can sell the service. If there is no demand for the service, it makes no sense to implement it. The tourism industry market should be constantly monitored. The money spent on studying the demand for travel services will always pay dividends.

2. Preparation.



It is very important to gather information about the service and its place in the arena of the world tourism market. It is no less important to have a clear idea of the tourist service and its service algorithm.

3. Communication.

One should stay in touch with both the partners and consumers trying to turn them into repeat ones.

4. Feedback.

Always respond to any expression of interest. Adapt in situations to make a final decision. Respond within 10 days.

5. Image of a travel company.

The impact of a travel company attributes should not be underestimated. Determine the location of your company; create its corporate identity with forms, letters, envelopes, business cards, etc. Think about the appearance of your correspondence.

6. Selection of contractors.

Choosing a contractor in the business is of tremendous importance. The company enters into agreements not only with the most favorable financial conditions but also plans the reliability of future relationships. Therefore, a positive result necessitates checking the contractor, especially if the agreement is concluded for the first time.

7. Business negotiations.

In the process of preparing and conducting business negotiations, the manager should keep in mind several ethical issues: whether it is possible to trust a business partner, and to what extent; to what extent the interests of a business partner should be taken into account; whether to take advantage of the partner's weaknesses and mistakes, and aim for unilateral advantage; the extent to which the business partner can be misinformed; whether it is possible to obtain confidential information about the partner's commercial interests by hardly ethical methods; whether to put psychological pressure on the partner, etc.

8. Gifts.

Traditions and customs of different segments of the population of different countries have a culture of exchanging gifts between businesspeople. Therefore, a small souvenir will be accepted with gratitude, especially if you know the person, his/her interests and tastes. When dealing with foreign partners and consumers, one should bear in mind that traditions and culture are very different. As for Western countries, they have developed and implemented a partner search information system. Information about the company, which is notarized: constituent documents registered in the relevant departments of the country, legal status, amount of capital with the company profile. The published balances of expenses and profits, as well as annual and quarterly reports, provide important data on accounts payable and receivable, sales and purchases, share capital and shareholders, the amount of accrued dividends.

There is a large role of the websites, where you can always find the list of travel services, commercial activities of the company, its composition, algorithm, branches, contacts, partners, etc. Information on the management of the future contractor is important for establishing relations between companies. It is necessary to obtain information about the company's financial solvency. One may get complete and important information during face-to-face contact with the travel company. Tactics of forming the image of future managers take place under conditions of a dual mode of education, namely, in the process of undergoing various types of practical training in travel companies, which is based on gaining the attention and interest of consumers in



travel services (Liubarets, Rodinova, Levadna, 2020). During the educational process in a professional environment, future managers develop the skill to use cognitive technologies that train attention and the ability to see the interest of the consumer, the ability to listen, focus the consumer's attention on the service, etc. The tactics of corporate hospitality etiquette are aimed at developing a sense of professional duty in future managers.

A potential employer of the tourism industry with his/her own ideas of a specialist could "intervene" in the educational process, supplementing the content of training with several specifics of his company. Partnership with an educational institution allows assessing the potential of a graduate at an early stage of professional training to fill human resources.

In the process of realizing a project approach to the professional preparation of future managers for the tourism industry in conditions of a dual mode of education, preference is given to practice-oriented technologies. They simulate the professional activities and use corporate practices of training staff for tourism enterprises. To organize the implementation of practice-oriented technologies and corporate practices, it is necessary to include in the educational environment measures for the teaching staff with invited business coaches, specialists in training and development of staff of tourism enterprises. Based on the results of dual modes of education, teachers can design educational classes using business practices, test and implement them in the educational environment. During the educational process, each future manager forms his/her own image tactics, as an ethical component of hospitality formation in professional and corporate activity in several stages. At the first stage, there is a demonstration and the first impression: to identify its advantages and to give the correct characteristics; provide access to the sample from all sides; to show at a fairly uniform pace.

At the second stage, the manager's task is to encourage the consumer's decision to choose an order in a masterly fashion. It is extremely important to form a positive impression using cognitive means in communicative activities. This stage of the future manager forms motivational competence with an individual and differentiated approach to the formation of consumer positive decision-making. At the final third stage, a tourist service is organized, which consists in thinking over aesthetic execution of the order with advance preparation of making out documentation. This stage permits to develop skills and abilities to conduct diagnostics, namely, to determine the level of provision of tourist services through questionnaires, surveys. This monitoring forms a general analysis, which indirectly affects the further development of the travel company and the organization of advanced training for employees. During the professional practice, future managers introduce recommendations on the formation effectiveness of a travel company hospitality ethics.

1. Persuasion of employees in the need to form and improve the hospitality ethics in service.
2. Establishment of corporate culture with the indication of its main positions in the Charter of the travel company.
3. Carrying out of measures promoting the establishment of good relations between executives and subordinates.
4. Involvement of all participants of the travel company activities in the elaboration and submission of guidelines, proposals, recommendations on the hospitality ethics of tourist services, as a reputation and image in the tourism industry



5. Organization of mass events aimed at target audiences, consumers such as exhibitions, competitions, press trips, the use of branded souvenirs (pens, T-shirts, note pads, etc.).

6. Monitoring and analysis of the situation to adjust the choice and technology of providing hospitality of travel services and the activities of the whole company.

7. Awareness, openness, and transparency of interpersonal corporate hospitality ethics of a travel company.

CONCLUSIONS AND PROSPECTS FOR FURTHER STUDIES

To study the levels of professional image development of future managers for the tourism industry, a survey of 642 respondents (future managers) was conducted, which allowed drawing the following conclusions:

1. The individual image of the future manager is a projection of his/her personality professional development characterized by the presence of own image and a set of individual abilities to master communication skills and ethical peculiarities of hospitality that make it unique.

2. Priority is given to the qualities of ensuring a successful image of the future manager, cross-cultural professional competence, mastery of innovative sociocultural technologies, leadership and declamatory skills, communication culture, mastery of psychological distance and emotions, tact, exactingness, discipline, tolerance, and respect.

3. Manager image formation represents a combined process of forming his/her positive reputation, attractiveness, creating a situation of success at all levels of professional development.

4. Involvement of stakeholders in conditions of the dual mode of education impacts the efficiency of the educational organization, as the professional environment is a source of resources and forms social service procurement.

In the process of dual mode of education, students form an idea of the image of the tourism industry manager, which is changes, generalized, and enriched with new features in the process of professional activity. The involvement of stakeholders in the educational environment contributes to the choice of students' concept of the manager image and the reflection of his/her hospitality behavior. The image of stakeholders reflects the most significant personality traits, his ethical inner world. To determine the apprehensive qualities of the formation of future manager professional image, we conducted a survey of 48 respondents - the stakeholders of the tourism industry companies involved in the process of professional preparation. We have studied the opinion of stakeholders and came to the conclusion that the process of developing the professional image of the future manager can be carried out according to the following criteria:

- Adaptedness is a criterion of a manager able to find and analyze his/her approaches and abilities in different professional situations.

- Stability - a criterion for the successful development of the manager professional image. It is expressed by stable morality, determination, self-possession, and the ability to avoid conflict situations under conditions of constant changes in the social medium.

- Corporativity - a criterion for the successful development of the manager professional image, which forms the working efficiency, comradery, and unity of the



team, readiness to implement human-centered principles, perception of personality individuality.

- Hospitality - this criterion is manifested in ethics with account for the etiquette, culture, and traditions of different countries for a positive image.

- Successfulness - is expressed through the reputation of the manager, i.e., public acceptance. Not only the mastership in professional tourist activity is taken into consideration, but the ability to be hospitable and have etiquette in the conditions of society as well.

- Social activity - the criterion is revealed in the ability to form a positive image of a travel company through the mass media, participation in exhibitions, webinars, conferences, meetings, government bodies, etc.

- Openness - a criterion for the successful development of professional image that characterizes the effectiveness of the sociocultural activity manager in the ability to provide conditions for the sociocultural environment of the travel company in a state of constant development, introduce innovation, and transform new educational technologies.

During the study, a survey among stakeholders (Table 1) was conducted to identify the priority of professionally significant criteria that should be important components for the effectiveness of forming a positive professional image of the tourism industry future managers.

Table 1: Stakeholder survey indices of the priority criteria of managers' professional image

Criterion	Quantitative indices	Percentages
Adaptedness	36	75
Stability	34	70,8
Corporativity	42	87,5
Hospitality	46	95,8
Successfulness	38	79,1
Social activity	44	91,6
Openness	36	75

Stakeholders in most cases give preference to the following criteria: hospitality is defined as a priority by 46 respondents (95.8%); 44 respondents (91.6%) chose perfect mastery of social activity; the third place was taken by corporativity - 42 respondents (87.5%) followed by successfulness - 38 respondents (79.1%). Adaptedness and openness gained the same percentage of 75% (36 respondents), whereas stability - 70.8%. According to the results of the summative experiment, high, average, and low levels of formation of the future manager professional image have been determined. A high level of professional image formation is established if the future managers possess the above criteria and understand that its development is the ticket to successful professional activity. Continuous improvement of the professional image through self-perfection and self-education, the emotional state control using the ethical color of hospitality ethics. Ability to communicate without conflict, correctly and competently express own opinions, possession of communication means, constantly being in the circle of transformation processes in the hospitality industry, awareness of the interdependence and importance of mastering the criteria of the professional image.

The average level of professional image formation is observed in managers who do not have a certain opinion about the importance of the image and its impact on professional activity. Respondents try to avoid situations that cause negative emotions, do not strive to overcome, and resolve conflict situations. Motivation promotes self-perfection and self-development, but awareness. The management of hospitable behavior and appearance is under control. Focus on the partner and the effectiveness of interaction, the need for help and support in performing communicative tasks. The low level of professional image formation indicates that managers do not have a clear idea of the essence of the professional image. They do not consider the image as a key to efficient professional activity, fail to realize the importance of self-knowledge and self-perfection in the process of professional image development. Respondents do not keep themselves in check, do not have the etiquette of hospitality, fail to avoid conflicts. They are unable to express their own thoughts, fail to improve their appearance, cannot get on well with people, do not realize the interdependence and importance of mastering professional image criteria.

Table 2: The result of criteria formation for the professional image of the tourism industry future managers (dynamics of the formation levels of the participants of EG and CG during the experimental study)

Number- n	Experimental group n=102						Control group n=105					
	before experiment			after experiment			before experiment			after experiment		
%	High	average	low	high	average	low	high	average	low	high	average	low
Hospitality												
n	29	32	41	46	39	17	26	36	43	26	39	40
%	28,4	31,4	40,2	45,1	38,2	16,7	24,8	34,2	41,0	24,8	37,2	38,0
social activity												
n	16	39	47	44	37	21	20	37	48	35	35	35
%	15,7	38,2	46,1	43,2	36,3	20,5	19,0	35,3	42,7	33,3	33,4	33,3
Corporativity												
n	17	56	29	46	35	21	16	56	33	32	45	28
%	16,7	54,9	28,4	45,1	34,3	20,6	14,4	53,3	32,3	30,4	42,9	26,7
Adaptedness												
n	27	49	26	42	36	24	27	49	29	30	44	31
%	26,5	48	25,5	41,2	35,3	23,5	25,7	46,7	27,6	28,6	41,9	29,5
Successfulness												
n	23	42	37	41	37	22	23	45	37	26	47	32
%	22,5	41,2	36,3	40,2	36,3	21,6	21,9	42,9	35,2	24,8	44,8	30,4
Openness												
n	27	49	26	43	36	23	27	51	27	33	44	28
%	26,5	48	25,5	42,2	35,3	22,5	25,7	48,6	25,7	31,4	41,9	26,7
Stability												
n	22	41	39	39	32	31	22	41	42	35	33	37
%	21,6	40,2	38,2	38,2	31,4	30,4	20,9	39,1	40	33,4	31,4	35,2
total formation level of managers' image												
n	23	44	35	43	36	23	23	45	37	31	41	33
%	22,5	43,1	34,4	42,2	35,3	22,5	21,9	42,9	35,2	29,5	39,1	31,4

During the formative stage of studying the formation of future manager professional image, we selected 2 groups of respondents identical in percentage ratio indices of the studied criteria formation: control group (CG) and experimental group (EG). CG group in the conditions of the traditional educational environment of higher education institutions, and EG group - in the conditions of a dual mode of training. At the end of the formative stage of the experiment, its efficiency was analyzed by conducting an end-of-year assessment and using statistical methods. The positive dynamics of the



levels of forming the criteria of future manager professional image of experimental groups were revealed (Table 2), namely: a high level of formation was found in 42.2% of EG respondents vs. 29.5% of CG respondents; average – in 35.3% of EG respondents vs. 39.1% of CG respondents, and low – in 22.5% of EG respondents vs. 31.4% of CG respondents.

For instance, an increase in the number of degree-seeking students with high and sufficient levels of entrepreneurial culture formation according to each criterion was noted in experimental groups. In particular, the number of those with low levels decreased. On the contrary, in CG the positive dynamics were not significantly expressed (Table 2). This means that the traditional content and forms of manager professional training organization at higher education institutions only insufficiently contribute to the development of the professional image of the tourism industry future managers. The significance and reliability of the obtained experimental indices demonstrated that the image formation of future managers for the tourism industry under conditions of the dual mode of education is characterized by a high level of professional image development. In the conditions of the dual mode of education, the following criteria of professional image are formed most successfully: hospitality 83.3%, social activity 79.5%, and corporativity 79.4%.

The study points to the increased importance of the problem of developing hospitality, social activity and corporativity, adaptedness, the successfulness of the personality of the future manager for the tourism industry, the efficiency of formation of which occurs in the conditions of a dual mode of education with stakeholder involvement in the educational process.

RESULTS

It is safe to conclude based on the obtained findings that the priority criterion for the professional image formation of the tourism industry future managers is hospitality ethics. The image of managers' professionalism implies the priority of social, spiritual, ethical, and aesthetic values. The strategy of forming the image of a travel company represents a managerial task, the solution of which is necessary in today's market competition. The formation of hospitality ethics of future managers is effectively updated in the work environment conditions of the travel company. The efficiency of its application will depend only on how quickly future managers adapt to the changing environmental conditions of the travel company. The effectiveness of the hospitality image of sociocultural activity managers in a professional environment attracts the attention of service consumers and transmits the openness of the values of the travel company.

Meanwhile, future managers should be ready for constant changes in the professional environment. That is why to be competitive in the labor market they must adapt and follow the Concepts of an effective image of a travel company. The structure of the Concept of forming an effective hospitality image of a travel company includes the promulgation of information policy, the formation of competent public opinion of the consumer about the service, creation of a hospitable communicative environment, and the conquest of the media landscape. The strategic aim consists in conquering the media landscape to ensure a stable flow of consumers. The structure of the Concept of a travel company indicates the advantage in the specificity of key managerial figures being the leaders (Kalaur, Liubarets, Fedorchenko, 2017).



During information policy implementation, the future manager should take into account the purpose of information media and information partners, as well as the specifics of the modern information space of the tourism industry. The travel company uses information carrier both internally (informing the team through the website, meetings, conferences) and externally (media information partners; communication messages through press releases, briefings, press conferences, through management speeches, news, and TV programs). The company coordinates actions with account for the specifics of the information space to influence the consciousness of the object.

While implementing the Concept it is advisable to use the information space to form value social orientations in future managers and master the leadership persuasive influence (Kalaur, Liubarets, Fedorchenko, 2017). During the realization of the Concept of a travel company effective image, one may come to believe that the formation of managers' communication requires a complex of methodological conditions. According to the researchers the main of them include: «the principle of repetition, the principle of continuous reinforcement, the principle of double challenge, adequacy, originality, plasticity; in addition, at least two approaches that are used in creating an image should be distinguished: manipulative and partially manipulative approach» (Oklander, Zharska, 2014).

SUMMARY

In conclusion, it should be stated that the preparation of the tourism business future managers has be focused on innovations of the sociocultural environment in the tourism industry and the formation of hospitality ethics. The essence of the hospitality ethics of travel companies has been considered as a system of reference professional standards, high spiritual values, and ethics of behavior of sociocultural activity managers that form the image of the travel agency. After outlining the sociocultural and psychological aspects of hospitality ethics of tourist activities, it was determined that the principles of travel company hospitality ethics enjoin future managers to adhere to universal human standards of conduct, cultural traditions, as well as corporate and professional code of honor, norms of subordination of hospitality ethics and psychological distance.

In the process of dual mode of education, the image of the future manager is formed, which efficiently influences the success of significant professional and personal qualities: willingness and ability to interact in collective and individual activities, creative thinking, development of professional leadership skills. Therefore, in our opinion, the introduction of dual education in the process of training future managers for the tourism industry is a guarantee of its competitiveness in the labor market. In further scientific research, we will determine the organizational and pedagogical conditions for the formation of the professional image of the tourism industry future managers under conditions of dual mode of education.

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