

## **FORMATION OF MANAGEMENT MECHANISM COMPETITIVENESS OF RESTAURANT ENTERPRISES**

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**Abstract:** The work is devoted to the scientific substantiation of theoretical and methodical principles and applied tools and means of implementing leadership in personnel management of restaurant enterprises. As a result of research into the theoretical principles of enterprise competitiveness management, it is found that enterprise competitiveness is a complex, multifactorial concept, the content of which is transformed depending on the levels of its realisation and factors of formation of competitive advantages. In recent years, there has been a fundamentally new theoretical interpretation and practical filling of the competitiveness category of the enterprise based on the principles of flexibility and adaptability of activity, increasing the level of innovativeness of management and production, ownership of information resources, conducting socially responsible activities. It can be summarised that an enterprise's competitiveness is a complex character of an enterprise, reflecting its ability to respond quickly to changing consumer demands and heterogeneous external influences by effectively managing the internal resources system, as well as operations at all integrated stages of the supply chain, based on innovation and innovation—challenges of the present.

**Keywords:** leadership, enterprises of restaurant economy, personnel management, leadership potential, enterprise competitiveness, mechanism of enterprise, competitiveness management, restaurant industry, coffee market, coffee shop, socially responsible activity, quality management, intercompany integration.

**Introduction.** The restaurant business plays a crucial role in serving tourists, acquiring several specific features, making this business an integral part of the tourism industry.

The restaurant business creates conditions for achieving the social goals of tourism development. People need not only saturation with food, but also communication with each other. Restaurants are a few places on earth where all our senses work to create an overall sense of pleasure.

The success of a restaurant's operations depends on many factors, ranging from formulating a general philosophy of running this business to monitoring how this philosophy is implemented.

The philosophy of the restaurant business is a general approach to the conduct of the business of its owner (director), expressing ethical and moral values that reflect the essence of the company.

Official mission - a formal statement of the main ideas that management is trying to translate into reality; what the company was created for and what makes it different from others. The restaurant business is now experiencing a noticeable rise. The recent trend towards an increase in the standard of living of the population increases the demand for the services of enterprises in the hospitality industry, far from the last role in which restaurant-type catering enterprises play.

A modern restaurant serves as catering and an entertainment centre, where people come to satisfy their hunger and relax to get positive emotions from the atmosphere of hospitality. As a result, there is competition in the market and a competitive environment in enterprises.

Today, scientists have developed powerful theoretical support in enterprise competitiveness management, characterised by a comprehensive and in-depth understanding of the essence of this economic category.

We propose to consider the versatility of scientific positions regarding the definition of managing a competitive enterprise (Table 1).

**Table 1.1**

**Characteristics of scientific views on the interpretation of the concept of "leadership."**

<b>Researchers</b>	<b>Approaches to the interpretation of the concept</b>
<b>B. Bass [41; 42]</b>	<i>Derived from power and the leader can influence others.</i>
<b>M. Belyatskiy [3 - 6]</b>	<i>Acting on a group of people leads them to implement management and decisions to achieve specific goals jointly.</i>
<b>W. Bennis [43]</b>	<i>Leadership is like beauty - it's hard to define it, but you know for sure that it is in front of you when you see it.</i>
<b>J. Burns [44]</b>	<i>A process aimed at achieving collective goals by sharing the motives of planned change that the leader and followers have.</i>
<b>K. Blanchard [46]</b>	<i>Purposeful movement, not wandering.</i>
<b>J. Blondel [7]</b>	<i>Power, which is the ability of one or more people at the top to force others to do something positive or negative that the latter might not do otherwise.</i>
<b>R. Boyatsis and E. Mackie [8; 48]</b>	<i>The process of "inflammation" of subordinates, "charging" with optimism and positive emotions, making informed and thoughtful decisions, achieving harmony with yourself and subordinates.</i>
<b>R. Greenleaf [49]</b>	<i>Understanding that the natural leader is the one who helps, "Serves" other people (subordinates).</i>
<b>D. Goleman, R. Boyatsis, and E. Mackie [49]</b>	<i>The ability of the leader to direct the emotions of subordinates in the right direction to achieve the goals of the enterprise (organisation).</i>
<b>R. Daft [12]</b>	<i>The relationship between the leader and the members of the group who influence each other and jointly strive for real change and achieve results that reflect a common goal.</i>

<b>D. Eisenhower [16; 17]</b>	<i>The art of forcing others to do what you need, but in such a way that they think they want to (that is, so that the leader can influence his followers).</i>
<b>O. Yevtikhov [16; 17]</b>	<i>It is defined as setting a purpose that is attractive to followers and leading them to it.</i>
<b>M. Cats de Vries [21]</b>	<i>A combination of charismatic and architectural are role.</i>
<b>S. Covey [22]</b>	<i>The process of lifelong learning focuses on service, faith in other people, balance, and synergy.</i>
<b>W. Cowley [45]</b>	<i>The ability to have a long-term program of action, according to which there is a movement towards the goal and the group.</i>
<b>T. Maak, N. Pless [24]</b>	<i>Morality is elevated to a degree.</i>
<b>G. Mintzberg [28]</b>	<i>One of the roles that the leader plays in practice.</i>
<b>S. Djibb [47], B. Parigin [34], A. Urbanovich [40], T. Vezhevich [9], L. Rossta, .Nighbett[39]</b>	<i>Appropriate functioning determines the social role of the leader and leader, regulations, stability, conditions of emergence and termination of power, formal and informal leadership, etc.</i>
<b>R. Pero [16;17]</b>	<i>Ability to lead people.</i>
<b>P. Druker [14;15]</b>	<i>Ability to adapt to constant change.</i>

**Sources:** *Authoring as a result of scientific research*

Some scientists equate leadership with the impact on the personnel of the enterprise [7; 12; 16; 21; 22; 47], argue that leadership is the influence on employees, to some extent even pressure on them and the inducement to action in the middle of a group of people interacting. Having studied the difference between the definitions of "management" and "leadership", we conclude that these concepts are not the same. We agree with the statement given by the authors of [30, p. 34]: "Leadership is such a difficult phenomenon to diagnose and understand, it requires significant work of the mind and even greater mobilisation of all the resources of the personality, which has taken the path of mastering it in practice."

**Main part.** Leadership has its place in the personnel management system. So, personnel management is defined as a system of activities (primarily managerial), both individual managers and the entire management apparatus. An enterprise looking for a workforce deals with specific people. Therefore, this generates several management functions: leadership of people (leadership), computational and analytical work with digital material, and personnel requirements [3, p. 6].

It should also be noted that there are differences between the concepts of "leadership" and "personnel management". Management is a function of organised systems that ensures preserving their specific structure, maintains the mode of activity, and implements their problems and goals. Or the management process is defined as the impact on the object of management for systematisation, storage of qualitative specifics, improvement and development [23, p. 48].

Leadership is associated with that part of enterprise management that concerns the sphere of personnel management. It is also a process associated with influencing a group of people to lead them for the joint implementation of management decisions to achieve a specific goal [4, p. 302].

And although personnel, as a rule, are the most complex object of management in an enterprise, which is endowed with the ability to make decisions, critically assess requirements for themselves independently, have particular subjective interests and are also extremely sensitive to managerial actions, the reaction to which cannot always be foreseen [4, from. 11], all leadership researchers understand and emphasise that the enterprise's success will depend only on the correct interaction between the leader and the staff (subordinates).

According to G. Pyatnitskaya, who is engaged in a thorough study of the development of the restaurant industry [35-38], managers have a clearly defined place in the organisation, according to which they perform certain functions assigned to them. The levels of management form the hierarchical organisational structure of the enterprise, in which each managerial link takes its place and performs predetermined functions [35-37]. Each organisation has a certain number of management levels inherent in it. As a rule, top-level management (institutional), middle-level (administrative) and lower-level (technical) management are distinguished [35-37].

Note that personnel management is a decisive factor in the development of an enterprise, and the phenomenon of leadership is closely related to management, with each of the independent areas of management activity (situational, conflict, crisis, strategic, innovation, project, investment). However, leadership has the most incredible connection with management (management) personnel [36, p. 301].

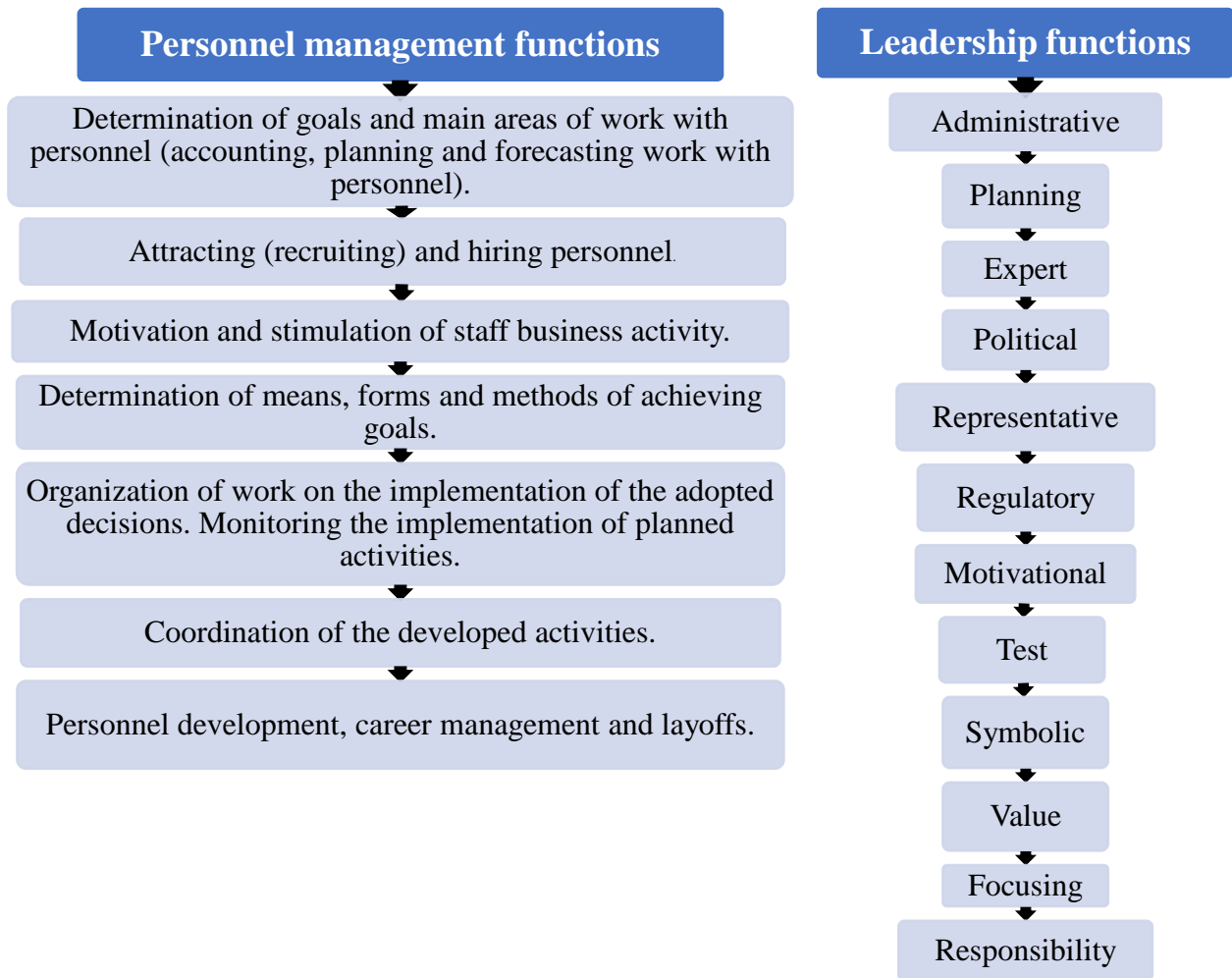
Exploring the differences between leadership and personnel management concepts, it is necessary to look for possible ways to achieve optimal interaction between these two processes. Consequently, Figure 1.2 illustrates the differences between H.R. and leadership functions.

Personnel management can be called the role performed by the enterprise management system with employees. Therefore, leadership and personnel management functions are different, but they also have a lot in common. The purpose of defining goals and central areas of work with personnel (accounting, planning and forecasting work with personnel) is to describe the strengths, weaknesses of personnel and their management system and draw up strategic and operational plans.

Attracting (recruiting) and hiring personnel should optimise the structure of employment. The purpose of motivating and stimulating the business activity of personnel is to plan income and expenses for employees of the enterprise. Determination of means, forms and methods of achieving goals make it possible to create a comfortable climate for working in a team to achieve a common goal. The purpose of organising work on implementing the decisions made is to establish control over implementing the planned. The coordination of activities and the function of personnel development include developing the individual's labour potential and the team as a whole, managing productivity and means of labour.

We summarised the characteristics of leadership functions are presented in the table. 1.2. Based on identifying the differences in leadership and personnel management functions, it becomes clear where these two processes can interact in enterprise management. Standard features of leadership and personnel management are similar forms of behaviour inherent in both the leader and the manager (manager), management styles, functions performed during the implementation of these two processes.

**Fig. 1.2. Differences in the functions of personnel management and leadership**



Sources: Compiled by the author on the basis of [1;2; 3; 4; 10; 18; 19; 25; 26; 27; 30]

**Analysis and synthesis.** An equally important component of enterprise management is leadership as a purposeful impact of persons endowed with the functions and competence of managers on teams, that is, the interaction of managers and performers. Leadership should be considered not only indispensable but also the central element of the management process, the content of which is revealed through its functions: planning, organisation, control, motivation and education. The first four reveal the content of the management process in the "manager - production" system, and the last - one of the most critical aspects of leadership - the formation of personality in the sphere of labour activity [3-6; 16; 20; 27; 30].

Even though leadership is a process of influencing subordinates, which is a way to get them to work towards a common goal, the entire team strives to fulfil the organisation's tasks [179]. Among its components are leadership, management, influence and power [4; 6; 12; 30; 33].

Table 1.2

Characteristics of leadership functions (compiled by the author based on [13; 31])

Function	Purpose of functions
Administrative	The distribution of responsibilities between group members and control are over their implementation.
Planning	Drawing up an activity plan and developing methods and tools by which the group achieves the result.

Expert	A thoughtful approach to solving the set goals and achieving the final goal.
Representative	Reflects are the interests of the group.
Political	Determines is the main directions of the group's activities.
Regulatory	Promotes team building and awareness of members of the group on cases that are defining the organisation's activities.
Motivational	Determination of the correctness of each member of the group through the prism of individual rewards and punishments that are applied in the course of the enterprise.
Test	Promotes the productive use of motivation techniques and empowers team members to imitate a leader.
Symbolic	Allows you to identify members of a group (team) with a specific symbol (for example, the symbols depicted on things; a model of behaviour that will be inherent only to members of a specific team).
Value	A combination of positive and negative traits that a leader can possess. From the role of everyone's adored role model, a person is "persecuted" by surroundings, thereby determining the value of this person for the team and its activities.
Focusing	Concentrates the group's activity on a specific state of things, which are relevant or correct in the opinion of the leader.
Transfer of responsibility	Thanks to this function, when applying leadership principles, responsibility for the decisions made and their implementation lies not only with the leader (manager) and the entire team. Conversely, this function makes it possible not to put the "burden" of responsibility on the shoulders of the team members.

To understand the differences between leadership and leadership in the table. 1.3 shows a comparison of the properties of these processes.

According to the data presented, there is reason to believe that leadership and leadership are different phenomena. Leadership is characteristically associated with management, that is, with regulated enterprise management. In fig. 1.3 presents the main components of enterprise management.

We conclude that, in comparison with leadership, management and personnel management, leadership is a process that is most focused on the emotional state in the team, the spiritual interaction of the leader and team members—emotions, in which leaders tune in, become its key objects.

**Table 1.3**

**Comparative characteristics of the properties of leadership and leadership  
(Compiled according to [4; 7; 12; 30; 33])**

<b>Leadership properties</b>	<b>Management properties</b>
Free choice of the team leader	Official appointment of the head
May not have formal authority to influence the team.	Endowed with officially established functions, thanks to which it influences subordinates.
Focuses more on relationships within the group but can take full responsibility for its activities in the external environment.	Represents the headed team outside of their activities.
Regulates interpersonal relationships within the team.	Officially regulates social relations in the team.

Leadership arises in the presence of a microenvironment (small group).	It is an element of the macroenvironment (associated with the system of collective social relations).
Makes a decision together with the team.	He makes decisions about collective activities independently.
Strives for constant change.	Tries to preserve the existing system at all costs.
It is considered not quantitative but a qualitative indicators of the team's performance.	Draws attention to the quantitative indicators of the activities of the team.
Strives to find like-minded people.	We are looking for painstaking workers.
He admits his mistakes and corrects them.	He mainly attributes his mistakes to teamwork.
Works on the principle of equality in the team.	He believes that the team needs to be monitored and controlled.
Appreciates colleagues and, for this, enjoys authority among others.	He tries to create and follow a good image for himself.

Investigating the application of leadership principles in the process of personnel management, we come to the understanding that the more dynamic the environment in which the leader operates, the more opportunities for the implementation of the goals that face the enterprise, the more ways to develop the leadership qualities of the individual and his followers. Indeed, according to the new paradigm of the world (there is a statement that we live in a world of accidents and uncertainty, and not significant at first glance, events can cause rather significant and far-reaching consequences [29, p. 12]), it is the leader who should not be afraid of changes. The more he will push his followers to any changes, the faster the company will reach the leading positions in its activities.

Although today leadership has not yet acquired the qualities and properties of the level of a strategy or model of effective personnel management of enterprises, the results of numerous studies and practice of the functioning of business entities are increasingly convincingly proving the existence of appropriate connections and mutual influence between the implementation of leadership, the implementation of leadership potential, and highly influential work—personnel and enterprise development. The presence in the personnel structure of employees with leadership qualities, their identification, development and use to influence the team rationally positively complements the personnel management process, the administrative component of labour motivation, allows the team to unite around the implementation of the mission, achieve the strategic and tactical objectives of the functioning and development of enterprises and their restaurant facilities.

Leadership is essential in service and consumer services enterprises, which include the restaurant industry. Here there is direct contact of employees with the final recipients of services and, accordingly, the parameters of the competitiveness of services largely depend on the high-quality and well-coordinated work of the personnel. It is known that leadership qualities can positively affect the implementation of the intellectual and human potential of enterprises. It is important in the context of the fact that restaurant enterprises operate in a dynamic and constantly changing environment. Consequently, leadership is also focused on the impact on employees (and at all levels and levels of management) regarding their more significant contribution to strategising and business modelling of competitive behaviour, creating and bringing the consumer a "package" of goods and services, ensuring sustainable and inevitable development of the enterprise, improving its place within the target market segment.

But the staff is more inclined to this kind of communication with colleagues at work, who are considered leaders and who, on the one hand, the standard of behaviour, and on the other hand, are professionals, will correctly perceive and process information, use it to make management decisions that will contribute to more efficient work and will provide better economic performance.

Consequently, leaders' responsibility is to ensure appropriate communication with other people in the enterprise, especially concerning receiving feedback from them.

Closely related to this task is the next task of introducing leadership in restaurant enterprises, which concerns the active use of facilitation in making managerial decisions. It is known that facilitation (from the English Facilitate - to help, facilitate, facilitate) involves organising a process of collaborative problem-solving in a group, guided by a facilitator (leader, chairperson). It is both a process and a set of skills that allow you to effectively organise discussions on a complex problem without wasting time and in a short time to complete all planned actions with maximum involvement of the participants in the process. We add that facilitation skills among leaders at restaurant enterprises allow them to conduct evaluative conversations with staff professionally and find practical solutions in operational meetings and brainstorming sessions. To do this, it is necessary for identified leaders, as well as for the management personnel of restaurant enterprises, to organise individual training on strategic and motivational leadership, which provides for the study of tools and means that allow you to learn to "listen" to subordinates and colleagues at work, to perceive their criticism and to solve problems on time—joint teamwork.

Moreover, facilitation differs from classical management in that it does not imply a directive nature. If, in traditional forms of management, the subject forces the group members to follow their instructions and orders, then in the case of facilitation, its subject combines the characteristics of a leader, a leader and a participant in the process.

The final task of introducing leadership at restaurant enterprises is to determine the control of the implementation and development of leadership. The fulfilment of this task allows you to track progress in the development of leadership in enterprises and make certain adjustments promptly in case of deviations or deficiencies. First of all, we note that today such methods of control in the area under consideration as, for example, the retrospective method, which allows analysing trends in teamwork, identifying factors of success, causes of failures, finding ways to optimise social and labour processes, and the method of decision-making, technology which provides for the optimal involvement of employees in the process of discussing and analysing the problem, ensures coherence of actions in the team.

Implementation of control requires the availability of appropriate regulatory and methodological support for leadership analysis in enterprises. However, in any case, it is essential to identify the characteristics of leadership and give answers to the questions to what extent leadership management influenced the achievement of a specific goal of the enterprise in this area and the set strategic objectives.

We consider forming a leadership climate at restaurant enterprises to be a critical aspect, the analysis of which must be carried out using sociological surveys of enterprise employees. In our opinion, the critical aspects of the survey should be:

- 1) transparency (clarity of the processes of formation and implementation of leadership potential);
- 2) unnecessary rules (how many extra provisions and regulations in the field of personnel management and leadership remained after the reform)
- 3) participation (involvement of employees in leadership development projects and their responsibility)
- 4) efficiency (learning outcomes, labour efficiency and personnel management, their impact on the efficiency of the enterprise);
- 5) feedback (smooth communication between employees and leaders and managers)
- 6) team spirit (employee involvement and coordination of actions);
- 7) values (ethical standards);
- 8) interaction (management, leaders and staff);
- 9) leadership (assessment of management style).



The leaders of the enterprises of the restaurant industry need to pay attention to the fact that the psychological aspect is an important factor in the leadership climate of the so-called N. We are talking in particular about psychology, which generates in employees a sense of internal motivation for the behaviour necessary for the enterprise (training, professional development, self-development, formation and implementation of leadership skills and potential). We believe that the development of such motivation will contribute to the formation among employees of enterprises of the conviction of the identity of the concepts of leadership and professionalism. It is impossible to become a leader without being a professional in their field.

All this leads to an increase in the relevance of managing the development of professional skills and knowledge of employees of the subjects of the restaurant business, as well as their personal qualities. For this, intercorporate pieces of training and creative contests are organised to identify the most promising employees with their subsequent assignment to the personnel and leadership potential of the enterprise. In the future, it is advisable for such employees to conduct training focused on the development of managerial and leadership skills, to disseminate stories of experience (both domestic and foreign) of successful career growth and the implementation of professional and qualification qualities of employees in the restaurant business.

So the above, we add that to further improve the leadership climate at restaurant enterprises, it is important to implement such tools as joint meetings (short meetings of employees and managers to discuss current work problems and establish feedback), improving the incentive system (including appropriate criteria and remuneration for successes in the implementation of leadership in the system of labour motivation), more comprehensive involvement of employees in making managerial decisions (building a more rational and practical system of communication between managers and subordinates), development of the creative potential of employees (inclusion of young specialists in meetings on strategic development planning on restaurant facilities), effective time management (dividing complex tasks into smaller ones to quickly complete them and improve time management), ensuring the safety of workplaces (improving the system we protect against industrial injuries, emergencies, etc.).

Despite the intrinsically motivational aspects of forming a leadership climate at restaurant enterprises, it also largely depends on the internal psychology (self-motivation) of enterprise employees. In our opinion, it is impossible to ensure the emergence and implementation of employees' leadership qualities without the self-awareness of the ability to lead, as well as their role in the effective management and development of a restaurant enterprise. On the other hand, when a leader realises his own "I", he can form an environment around himself that corresponds to his values, values and capabilities. This increases his efficiency, including as a leader, and helps to avoid unnecessary costs and efforts.

Another aspect is that influential leaders inspire those who lead them. They can arouse people's interest in obtaining the desired results of work and the willingness and ability to do whatever is necessary. In a situation, employees experience fear and anxiety, and the leader's confident directive management style provides personnel with confidence and gives strength to overcome the crisis. Under these circumstances, employees are more likely to follow directions less from their immediate supervisor than from a solid and decisive leader.

Leaders at restaurant enterprises must also clearly understand and correctly understand the actual internal and external state in which the enterprise is located and operates. But at the same time, the leader must understand that his perception of reality can also be incomplete and imperfect, to a certain extent distorted. This must be taken into account when making decisions and ensuring interaction between staff.

Leaders also need to be practical psychologists and motivators of the work of other workers. After all, nothing influences the activities of subordinates so much as a comprehensive general vision of the future. A true leader should not ignore this or not pay enough due attention. Everyday routine work, as well as information overload, a tendency to focus on the main tasks in the process of activity,

as well as the need to adapt to constantly changing, all this actualises such a task of leaders as the ability to form a clear and affirmative picture of the future state of development and functioning of the enterprise, to ensure a close correlation and dependence of the behaviour of workers today and the achievement of strategic prospects for the development of the enterprise.

The different policy of the restaurant industry for the implementation of leadership is based on the strategy and programs for the development and implementation of leadership. It is important that the provisions of these strategic planning documents are coordinated and even determine the directions of modernisation of business strategies for the development of the restaurant industry, provide for the formation of a leadership climate at enterprises, ensure the development of a culture of leadership and enhance the capabilities of corporate leadership. The directions (sections) of the leadership development strategy at restaurant enterprises are determined: the formation of the required number of leaders, the development of the qualitative characteristics of leaders, the formation of their skills and behaviour, the realisation of the leadership potential in the development of consumer loyalty, the use of leaders' creativity to modernise the business strategy of the enterprise, the formation systems of collective leadership and creation of prerequisites for the formation of new leaders.

**Conclusion.** The leadership management process at restaurant enterprises has to be controlled appropriately, for which it is necessary to form and use appropriate regulatory and methodological support, the testing of which in practice makes it possible to determine what is the impact of leadership on the implementation of the main targets for each of the essential elements of the personnel management system, to assess the state and the dynamics of leadership, diagnose its effectiveness and influence on the business processes of the restaurant business, analyse the state of formation of integration leadership ties, assess the influence of leadership on the modernisation of the strategic development of the restaurant industry and draw conclusions regarding the implementation of such policy directions for the implementation of leadership as its formation and use.

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