

На практике доказано, что диагностика и лечение пациента не являются научным экспериментом, в котором контролируются все начальные условия, но большинство аспектов отклоняются от теории. Расширение границ здравоохранения посредством непрерывного медицинского образования представляет собой новый критерий в ходе лечения и ухода за пациентами.

Врачи должны в своей повседневной клинической работе, активно включать пациентов в принятие решений, поскольку решение и результат лечения частично зависят от них самих. Совместные решения врачей и пациентов, в отличие от указа врачей от имени пациентов, приобретают все большее значение в здравоохранении.

Мы должны помогать врачам, потому что они сталкиваются с серьезными вызовами, такими как плохая грамотность в отношении здоровья, у некоторых пациентов есть проблема гендерного равенства, поскольку у них традиционно нет возможности самостоятельного принятия решения.

Менеджеры должны предоставить и сформировать команды для программ мотивации врачей, для освоения новых программ, обучений и усовершенствований.

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## **IMPACT OF KNOWLEDGE MANAGEMENT STRATEGIES ON HOTEL PERFORMANCE (GEORGIAN PERSPECTIVE)**

**Annotation:** The current article is devoted to the importance and role of skilled and professional employees in the hospitality industry. In that sense the significance of knowledge management strategies is discussed. The research is based on the literature review of knowledge management strategies and its impact on the hotel performance. Structured interviews were used to elicit information from managerial employees and questionnaires were administered to non-managerial employees in the four brand hotels located in Tbilisi. The research revealed the positive impact of knowledge management strategies in particular trainings on the existing less experienced employees in the highly competitive environment of the county Georgia.

**Keywords:** Knowledge Management, Hotel Performance, Employee Trainings

**Introduction.** The fast pace of tourism industry development and increased numbers of international tourists have boomed openings of international brand hotels in the city and regions of the country Georgia. In the recent years the following international hotel chains have emerged on the market: Marriott International, Radisson Hotel Group, Millenium Hotels & Resorts, InterContinental Hotels Group, Best Western Hotels & Resort, Wyndham Hotels and Resorts, AccorHotels, Hilton and etc. The international brand hotels consist of 12% which is 34 hotels with 4,380 bedrooms. The biggest number of 80% is located in Tbilisi and Batumi. By the end of 2019-2020 years is planned to finish constructions of the hotels with additional 27,400 bedrooms [9]. The existing situation increases demand for the skillful employees, since the qualification and experience of the employees make influence on the hotel success and less qualified employees create challenges for the increased numbers of the hotels and future projects.

**Purpose.** The purpose of the given paper is to find different ways and solutions for the increasing qualification of the employees in the highly competitive environment. The current issue was discussed based on the literature review of knowledge management strategies and according to the practical analysis of the brand hotels located in Tbilisi, Georgia.

### **Discussion of The Results**

**The role of employees for the success of the hotel: theoretical aspects and practical implications.** The key characteristic of the hotel industry is communication between people. The hospitality industry is the social phenomenon that involves relationships between people. By its nature the operations of the mentioned industry are open, customers are interacting with employees during the service delivery process. Employee behavior and approaches play a critical role in enhancing quality of hospitality products and services [17]. According to the researchers in the highly competitive environment hotels should rethink their current performance measurement based on financial to a more balanced measurement which has both financial and non-financial dimensions [1], [11], [5]. Employee satisfaction play important role in the performance measurement [6]. Study reveals that non-financial performance measures (i.e., the learning and growth perspective, internal process perspective, and customer perspective) not only directly influence the financial performance measures, but also indirectly affect performance through the cause-and-effect relationships among different perspectives [12]. Organizational learning, innovation and creativity are important indicators of any organization performance [18], [13], [20], [7]

**Knowledge Management Strategies and Concepts.** Knowledge management (KM) emerged over the last decade to become one of the most important management concepts. Effective knowledge management concepts help organizations to gain sustainable competitive advantage from knowledge of competitors, customers, products, processes, past success and failures are considered as an asset for the organization's success in the twenty-first century. According to the knowledge management perspective, people and their skills and abilities represent the only resource that cannot readily reproduce by a firm's competitors if it is deemed to be a source of competitive advantage [19]. Effective KM strategies aim to get the right knowledge to the right people at the right time, which enables employees to have relevant knowledge that will lead to improved organizational performance [22]. There are differences between explicit and tacit knowledge by suggesting that explicit knowledge is formal knowledge that can be packed as information and can be found in the documents of an organization such as reports, articles, manuals and software, etc. And tacit knowledge is personal knowledge implanted in individual experience and is shared and exchanged through direct eye to eye contact. There are also challenges in hospitality organizations when employees are unwilling to share their knowledge freely. They feel that their special knowledge is the very reason why they are important to the company and why the organization keeps them employed [25]. Researchers recommend that employee training, knowledge retention and involvement in the decision making process are crucial in KM. Management aim to give employees a sense of security, motivated through incentives, training and empowered with authority to ensure successful KM. By having

an efficient knowledge storage system and intelligent distribution process, the whole organization can learn from individuals and from groups working within the organization [3]. Among KM strategies, training and development play a crucial part of the transferring knowledge from individuals to groups, it is called tacit knowledge which is shared and exchanged through direct eye to eye contact [25].

**Employee Trainings.** The success of organizations' dependence on its knowledgeable, skilled as well as experienced workforce. Therefore, in order to maintain sustainability, organizations must see continuous employee training and development as invaluable. Training and development are very essential at all employee levels, due to the reason that skills erode and become obsolete over a period of time and has to be replenished [21]. Training is the organized way in which organizations provide development and enhance quality of new and existing employees. Training is viewed as a systematic approach to learning and development that improve individual, group and organization [10]. Organizations provide employees with development programs in order to enhance their capabilities. Thus, organizations need to invest in continuous employee development in order to maintain employees as well as the organization's success [15]. Training has been invaluable in increasing productivity of organizations. It does not only enhance employees resourcefully, but also provides them with an opportunity to virtually learn their jobs and perform more competently. Hence, increasing not only employee productivity, but also organizations' productivity. Various researches indicate the positive impact of training on employees' productivity. Training affects employees' behavior and their working skills which results in employees enhanced performance as well as constructive changes [23]. Training is an instrument that fundamentally affects the successful accomplishment of the organizations' goals and objectives [16], [4], [24]. Training and development has a positive impact on the employees to carry out their work more effectively, increasing their interpersonal and technical abilities, teamwork, job confidence and work motivation [14].

**Design and results of knowledge management strategies in brand hotels of Tbilisi, Georgia.** For solving the problem regarding to the shortage of qualified employees on the market in country Georgia qualitative research method was conducted in the four brand hotels. The research was based on people's opinions on the issues of knowledge management. The researcher made use of a case study and a case study is holistic as the researcher managed to preserve the wholeness, unity and integrity of the environment where the research took place [2]. The research made use of 4 brand hotels located in Tbilisi, Georgia. The names of the hotels will not be revealed due to issues of confidentiality and anonymity. Questionnaires were used for non-managerial employees and structured interviews for management, which were 15 minutes long. Stratified random sampling was employed where respondents were divided into strata's as there were managerial employees and non-managerial employees as it assist in getting reliable and valid information. A sample size of a fifty (50) respondents was used out of a total population of 200 in the in all the 4 hotels. The respondents included 15 managerial and 35 non-managerial employees. Primary and secondary sources of data were used in the research. The researcher used the thematic method of data analysis where themes were derived from the objectives. The research was limited to the hospitality industry and further research on other industries in Georgia can be of benefit.

**Findings and Discussion** The findings below were derived from the questionnaires distributed to non-managerial employees and the interviews carried out by managerial employees. As alluded earlier the data collected was arranged into themes based on the objective of the research. The research revealed that from knowledge management strategies reward and recognition policy was pointed out by 80% of the managerial staff of the interviews conducted in all the hotels that reward and recognition is one of the strategies employed by the organization in knowledge management. The fact that the organization has a sound reward and recognition policies, they managed to attract, retain and motivate employees and this contributes to new idea generation through team working and retain the existing knowledge. Reward and recognition enable individuals to demonstrate a commitment to

continuous learning to be awarded extra learning time, which could be used to invest in further learning [5]. From the non-managerial respondents, 68% pointed out that the hotel gives them the opportunity to acquire more knowledge and gain experience. Managerial employees have confirmed the shortage of trained employees on the market and they also pointed out about the following problem: local universities supply them with the students who have only theoretical education but they do not have enough skills for the practical work. From above mentioned, we can bring here the statement that for the innovative way of economic development, effective connection between educational, scientific and business institutions are established in the educational universities [8]. There is a shortage of specific entrepreneurial universities in Georgia. From managerial interviews 80% confirmed the importance and impact of knowledge management strategies on employee qualifications. As they have confirmed trained and motivated employees were innovative and their attitude, behavior positively influenced on the guest satisfaction.

**Conclusions.** The current research has proven the positive impact of knowledge management strategies in particular trainings in the hotel performance. Since hotel performance is strongly dependable on the performance of the employees, according to this research well educated, trained employees perform better and create a high quality of service which leads to the guest satisfaction. Therefore, for the companies using knowledge management strategies present important competitive tool. For choosing the right knowledge management strategy by the company depends on the different factors. The lack of specific educational universities, non experienced workforce and high demand on the market have revealed the importance of choosing strategy which will have a positive effect in a short time period. According to the research from knowledge management strategies in particular trainings were the best solution for creating experienced employees, which will positively influence on the hotel performance in a short time period in the country Georgia.

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## **ECONOMIC DETERMINANTS AND SOCIAL CONSEQUENCE OF THE FUNCTIONING HIGHER EDUCATION SYSTEM**

**Summary.** *The paper analyzes economic determinants and social consequences of the higher education system. The interconnection between the level of education and economic growth rates is described based on various concepts and studies. It is substantiated that currently education is a key priority in many countries.*

*The paper provides the description of the current state of the higher education system in Georgia and the challenges faced by the system. Relevant conclusions and recommendations are also provided.*

**Key words:** *Education, Human Capital, Markets of Educational Services, Economic Growth.*

**Introduction.** Does education have any impact on economic growth? This question is of interest to both scientists and policy decision-makers. Based on the knowledge accumulated around this issue, there is some consensus - everyone agrees that education has some impact on the economy.