

1st

**International
Scientific
Conference**

2-4 June, 2016

Vrnjačka Banja, Serbia

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**TOURISM
IN FUNCTION OF DEVELOPMENT
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**UNIVERSITY OF KRAGUJEVAC
FACULTY OF HOTEL MANAGEMENT
AND TOURISM IN VRNJAČKA BANJA**



QUALITY OF STAFF, THEIR TRAINING AND DEVELOPMENT - NEED FOR A SUCCESSFUL BUSINESS IN TOURISM

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Abstract

Tourism represents a significant activity worldwide. The tourism business is a dynamic activity and its structure mostly consists of small and medium enterprises. The human resources in tourism have a significant role in providing quality services to tourists. Taking this into account, it is necessary to pay special attention to permanent training of personnel in the tourist business. The training and development of staff in the field of tourism represents one of the main conditions for successful working in the highly competitive travel market. If we take into account the importance of training and development of human resources in tourism, the aim of this paper is to point out the activities and actions implemented in Macedonia, as well as to point out their importance and the investments made by the companies in that direction, especially the investments made for that purpose, according to the statistics of the planning regions.

Keywords: *human resources, quality, development, tourism business*

Introduction

Tourism enterprises, especially the small and medium enterprises in the sector of tourism, carry out their activities in the highly competitive market of tourism.

When defining the small and medium enterprises worldwide, various criteria are being used: (number of employees, total revenue generated, value of total assets- balance sheet of assets). For example, if we take the number of employees as a criterion for division, then the division of the enterprises in Europe is as follows:

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- from 1–9 employees, micro enterprises
- from 10-49 employees, small enterprises
- from 50-249 employees, medium enterprises
- more than 250 employees, large enterprises.

Various legal entities, which are clearly legally defined in each country, are included in the working process in the tourism business.

Its structure consists of entities that perform small, medium and large business and are closely connected and mutually conditioned.

The small business is performed by Sole Traders and Limited Liability Companies in the field of hospitality- hotel-type accommodation, premisses for food and entertainment, individual catering shops, car rental companies, shops of specific products (souvenirs, tourist paraphernalia, etc.) travel agencies and agents

The medium business is run by various forms of Trading Companies in all fields of the tourism industry - the hotel industry, restaurants, tourism mediation and transport

The large business is typical for the integrative forms of tourism. Those companies are tourism companies of national and international character, arranged in horizontal and vertical integration of enterprises from the tourism industry, transport, banking and trade. These are chains of hotels and restaurants, tour operators, business systems of airlines with the travel agencies or with the hotel complexes and others. (Simonceska, 2010, 282).

Tourism is a dynamic activity in which businesses are faced with a permanent change and development according to the needs and desires of the tourists. The small and medium enterprises in tourism must offer a highly qualitative and innovative tourist product, so that they can meet the needs of the tourists, on one hand, and, on the other hand, to maintain and develop their competitiveness on the global tourism market. The quality of human resources available for the tourism business plays a significant role in this offer.

The human resources have a critical role in the successful operation of hotels, travel agencies and other stakeholders of tourism services. Considering the nature of tourism and hospitality as an activity dominated

by living labour, the employees put their efforts, knowledge, skills, creativity and enthusiasm in creating an atmosphere of kindness and hospitality, better service for the guests and creating conditions for satisfying the needs of tourists in a better way. Therefore, the provision of quality staff is a very important task for the managers in the human resources managing.

The quality of human resources as a factor for success in the tourism business

Human resources in tourism are an important factor for successful business. Without high-quality personnel, a success in running a tourist business can not be expected. Without employment of quality personnel in the tourism enterprises, the owners cannot expect to reach higher revenues, and therefore higher profits.

The role of human resources is especially important in micro and small enterprises involved in tourism activity, because in the process of conducting their work they often need to "familiarize" with their customers.

An easier way to meet the needs and desires of customers is when we have regular clients, when the employees are familiar with their habits and the ways of meeting their needs. Unlike existing among new clients, the need to learn their habits, attitudes, behavior first, in order to deliver the role the best way. For these reasons, depending on the nature of the workplace, the employees should have good behaviour, skills and knowledge in various fields.

The quality of human resources affects the achievement of the expected results in tourism and therefore its contribution to the economic development of the country.

Skilled labour force in tourism implies a theoretical and practical "literacy", depending on the needs and nature of the workplace. The companies in the tourism industry are in need of an educated workforce, which will contribute to their competitiveness in the tourism market, in which the demand that prevails is extremely complex and rapidly changing.

There are two ways in which the training of human resources for work in the sector of tourism can be conducted, i.e.:

- through formal education;
- non-formal education, through training and education during the service life of the worker.

Formal education of tourist personnel in the Republic of Macedonia is conducted in secondary schools and colleges that operate in the country.

Secondary education for personnel, that is necessary for the tourism sector in Macedonia, is conducted in the following schools:

1. Secondary School "Lazar Tanev", Skopje, with the following profiles (<http://www.lazartanev.edu.mk>):
 - hotel and tourism technician,
 - waiter,
 - chef,
 - confectioner,
 - baker
 - vocational education, for students who do not attend classes regularly: waiter specialist, chef specialist, confectioner specialist, barmen specialist.

Among other things, the school also offers catering services, whose preparation and delivery teachers and school pupils take part in.

2. Municipal Hospitality and Tourism School "Vancho Pitosheski", Ohrid, with the following profiles (<http://www.mon.gov.mk>):
 - hotel and catering technicians,
 - waiter,
 - chef.
3. Secondary Municipal School "Josif Josifovski", Gevgelija, with the following profiles:
 - hotel and catering technicians,
 - waiter,
 - chef.
4. Municipal Secondary School "Naum Naumovski Borce", Krushevo, with the following profiles:
 - hotel and catering technicians,
 - waiter,
 - chef.
5. Municipal Secondary School "Kole Nehtenin", Shtip, with the following profiles:

- waiter,
 - chef.
6. Municipal Secondary School “Mosha Pijade”, Tetovo, with the following profiles:
- hotel and catering technicians,
 - chef.

From the conducted research in the educational system at a secondary level, where personnel are being educated for the purposes of tourism, it may be noticed that high schools turn to practical classes, as well as participation in competitions with international character, at the same time winning high rewards. This indicates that they follow the trends of modern theoretical - practical education, which enables the staff that is being educated to meet the demands of the tourism business.

If we take into account that tourism represents a complex phenomenon, it is necessary to introduce certain educational subjects in secondary schools (where training of personnel for tourism is not the core activity), especially in the authentic tourist regions in Macedonia, as for example, tourist ethics, which would increase the general level of behaviour of the local population towards the tourists, would stress the importance of hospitality and other similar features.

These are the university educational institutions that function in Macedonia in the field of tourism and hospitality:

1. Faculty for Tourism and Hospitality, Ohrid, University “St. Kliment Ohridski”, Bitola (www.ftu.uklo.edu.mk), which began its work as a higher school for tourism and hospitality. The institution was established by the Decision of the Association of Hospitality and Tourism Industry of SR Macedonia, in the spring of 1970. The Faculty has dispersed studies in Macedonia, and offers the following studies in tourism and hospitality:
 - four year university studies: Tourism, Management in the Service Sector,
 - three year university studies: Gastronomy, Nutrition and Dietetics
 - Hotel and Restaurant Management,
 - second cycle of university studies in the field of Tourism and Hospitality: Tourism, Gastronomy, Nutrition and Dietetics, Management of Sustainable Tourism Development,

- third cycle of doctoral studies in the field of tourism and hospitality: Tourism.
- 2. Faculty of Natural Sciences, University “Ss. Cyril and Methodius”, Skopje, Institute of Geography (www.igeografija.mk/nasoka-Turizam):
 - Tourism, four-year university studies.
- 3. Faculty of Tourism and Business Logistics, University “Goce Delcev”, Shtip (www.ugd.edu.mk):
 - three year and four year university studies: Tourism, Business Logistics, Gastronomy, Studies on Nutrition, Dietetics, Hotel and Catering Studies,
 - second cycle of studies: Business Logistics, International Tourism.
- 4. Faculty of Biotechnological Sciences, University “St. Kliment Ohridski”, Bitola” (www.fbn.uklo.edu.mk):
 - Studies of Farming and Agro Tourism, second cycle of studies.
- 5. University of Tourism and Management, Skopje (www.utms.edu.mk):
 - Faculty of Tourism:
 - basic studies in tourism, hotel trade,
 - second cycle of the studies in tourism, hotel trade.
 - Faculty of Sports Tourism:
 - basic studies,
 - second cycle studies.
- 6. Private-public non-profit institution of higher education, South East European University, Tetovo, Faculty of Business Economics (www.seeu.edu.mk):
 - basic studies, Sustainable Tourism,
 - second cycle studies, Sustainable Tourism.
- 7. Faculty of Tourism Management, MIT University, Skopje (www.mit.edu.mk):
 - basic studies in tourism.

From the data given above it can be concluded that there are secondary schools and higher education institutions in Macedonia which offer appropriate educational programs for quality staff in the sphere of tourism.

It is necessary to put special emphasis on the practical work of pupils and students in the educational process, and it should apply the positive international experiences, in which during the school year the pupils, on

certain days, work in the real sector. Pupils and students (e.g. in Switzerland) apply in the companies on their own, in which they would like to do practical work, and the company on the other hand pays them a certain financial compensation. In this way, quality practical classes are conducted during the school year, in a real surrounding in which the tourism enterprises function, while the companies have an opportunity to form their own data base, from which the company will recruit quality personnel for their own needs.

On the other hand, the new trends in the higher education which takes place in Macedonia, does not necessarily mean producing high-quality staff, which is necessary for the tourist business, but on the contrary this trend could have negative repercussions on a long term. This may result in the lack of specific personnel with secondary education, bearing in mind that in Macedonia the current educational policy proclaims wide access to higher education for all people who want to study.

From this point, the state institutions in charge of education, the educational institutions, the entrepreneurs and managers in the sphere of tourism should coordinate their efforts, in order to offer staff on the labour market that will qualitatively and quantitatively meet their needs.

The training of personnel should not be done only through classical education. Special attention should be paid to non-formal education, through training and education. In this way, by applying the system of lifelong learning, the personnel in tourism will have the opportunity to monitor and learn new trends in various spheres of tourism business through additional practical training.

Bearing in mind the sensitivity and the need of the employees in tourism to work, while others are resting, it is necessary for them to be stimulated, motivated, both materially and through development throughout the training process. It is necessary to form compulsory training programs in this field, regulated by law, so the entrepreneurs, managers and other employees in the enterprises in the tourism industry will be obliged to attend a certain period in training during the year, putting the emphasis on practical training.

The process of training and development encompasses both, the workers and the managers of all organizational levels, but with a different intensity. The training is more applicable for the workers in the company,

in order to improve their technical qualifications required by the job they are doing. Development usually applies to managers, because their skills improve through training, in accordance with their future demands for higher position. There have been multiple methods and techniques for training and development developed in literature and in practice. Some are designed for acquisition of attitudes / habits, knowledge or skills. The training can be carried out at the site, or to the outside (Simonceska, 2013, 326).

Permanent and effective planning of activities for training and professional development of the human resources in the enterprises in the tourism business, in accordance with the scope and structure of the tasks they perform, is needed in order to provide quality staff on a permanent basis. The enterprises in the tourism business should constantly have the necessary volume of qualifications of staff, should exploit the personnel more effectively and should ensure a high degree of development of the staff.

Several methods and techniques for training in the workplace and outside the workplace of the human resources are developed in the literature.

The most important methods and techniques of training and development are given in table 1:

At the same time, the labour market should offer high-quality personnel for the tourism sector, in accordance with its needs. Therefore, permanent improvement of the educational programs in the formal education is necessary, as well as creation of modern programs for practical training outside the formal educational system, which will enable permanent specialization of human resources in the field of tourism.

In designing these programs, the content of the programs should particularly be taken into account, given the fact that the largest part of the enterprises are micro and small enterprises, where one person performs several tasks.

Table 1: Methods and Techniques of Training and Development

| | Methods for Job Training | | Training Methods Outside the Workplace | |
|---------------------------|---|---|--|--|
| | <i>Training of Technical Personnel</i> | <i>Training of Managers</i> | <i>Training of Technical Personnel</i> | <i>Training of Managers</i> |
| Attitudes / Habits | 1. Method of Training with 'Joining' the Trained Person to an Older Worker with Appropriate Attitudes / Habits and Qualities in order to Influence the others to Accept his Views / Habits | 1. Method of Manager Training with Replacement 2. Method of Personal Assistant | 1. Techniques of conducting discussions about theoretical cases in order to highlight the necessary attitudes / habits 2. Method of T-groups to Investigate the Behavior of Trainees | 1. Method of T-groups 2. Method of Playing Roles 3. Method of Training by Creating a Pattern of Behaviour |
| Skills | 1. Method of Training with Operating Instructions, Showing Subsequent Procedures Necessary for the Implementation of a Given Operation 2. Method of Special Assignment, which Provides Skills and more Experience in Dealing with Current Problems | 1. Rotating the Workplace is a Management Technique to Expand Management Experience and Skills 2. Method of Boards with Junior Staff, for Training Young Managers of High Level Through Making Proposals for Creation of the Business Policy of the Company. 3. Method of Action-Learning Training of Individuals by Preparing Projects | 1. Method of Detection of Basic Working Principles and Proper Methods for Their Implementation. 2. Method of Exercise and Repetition. It is Used for Activities Which Require Excellence in Their Work. 3. Method of Training with Simulation 4. Audio-Visual Training Techniques | 1. Method of Case Study for Training Managers who Provide Individual Diagnosis and Analysis of a Given Problem of an Organization 2. Technique of Management Games, Where the Management Teams Make Decisions and Conclusions in a Competitive Environment, Simulating a Real Enterprise. 3. Method 'in Cash', Where the Trained Person is Required to React Properly With the Documents that Have Been Submitted at Random. |

| | | | | |
|----------------|---|--|---|--|
| Meaning | 1. Method of Demonstration and Presentation, Followed by Simulating the Activities of the Trainer by the Participants | 1. Access to Training Replacement (Coaching / Understood) as a Method of Training the Entire Management Team 2. Method of Self-Instructions | 1. Method of Formal Lecture 2. Visiting Other Organizations and Companies with Whom Communication Will Be Held in the Future. 3. Method of Programmed Learning 4. Training Based on Electronic Media (Multimedia Training) | 1. Programs in Conjunction with Universities, which Include Activities to Enhance the Management Skills of Leadership, Planning, Supervision, etc. 2. External Seminars and Courses in Various Management Areas |
|----------------|---|--|---|--|

Source: *Simonceska, 2013, pp 326-328*

Need for training and development of personnel in a small tourism business

Employment in the field of tourism has a steady upward trend worldwide. The situation in Macedonia has a similar phenomenon of continuous increase in employment in this sector.

The everyday technical - technological discoveries impose a need for permanent accompaniment and adoption of changes that find its application in the tourist business. The everyday changes occur for example in the hotel business, catering business, in the business of travel agencies and etc. Once acquired knowledge and established organization of the workflow does not mean that the human resources in tourism have no need of further improvement and development. Permanent training and staff development represents a necessary precondition for successful competition with the competitors and successful appearance in the tourist market.

The possibility to attract guests to be our customers again, (once a client always a client) can be provided only with qualified human resources. The human resources at disposal in a company should possess inclination and desire for permanent improvement and development. On the other hand, we can have the newest equipment at disposal, but human resources

are an irreplaceable factor in the use of such equipment in an optimal way. If a company does not have qualified and high-quality human resources, then we cannot expect that company to offer tourist services on a higher and high-quality level.

Through observation of the socio - economic development, and the development of tourism, we came to conclusion that the labour market is increasingly looking for human resources, which has more level of knowledge gained both in the process of formal education, but also in the everyday work activities. Thus, for example, with the emerging of personal computers and their application in all major work, the staff must (if they wish to retain the position and count on improvement in their career) adopt a working knowledge in computers; employees in hotels, for example, at the front desk job with special software for booking, billing; employees in travel agencies, working with software for booking plane tickets, sale of tourist packages and etc.

Basically, in order to foster the culture of permanent improvement and development of human resources, it is necessary to influence a constant change of the people's attitudes towards training and development, i.e. that the development and training does not stop with formed compulsory education, but it is a process that takes place throughout the lifetime of a person. The need for advanced training and human resources development in small and medium-sized enterprises in the sector of tourism is of a specific nature, given the fact that they have a limited number of human resources. Another aspect in this context is that a larger number of enterprises in the sector of tourism are micro (1 - 9 employees) and small (10 - 49 employees) companies.

It is important to point to the managers and more experienced staff to share their knowledge with the other employees, so the businesses in the tourism industry would have a higher income, for example:

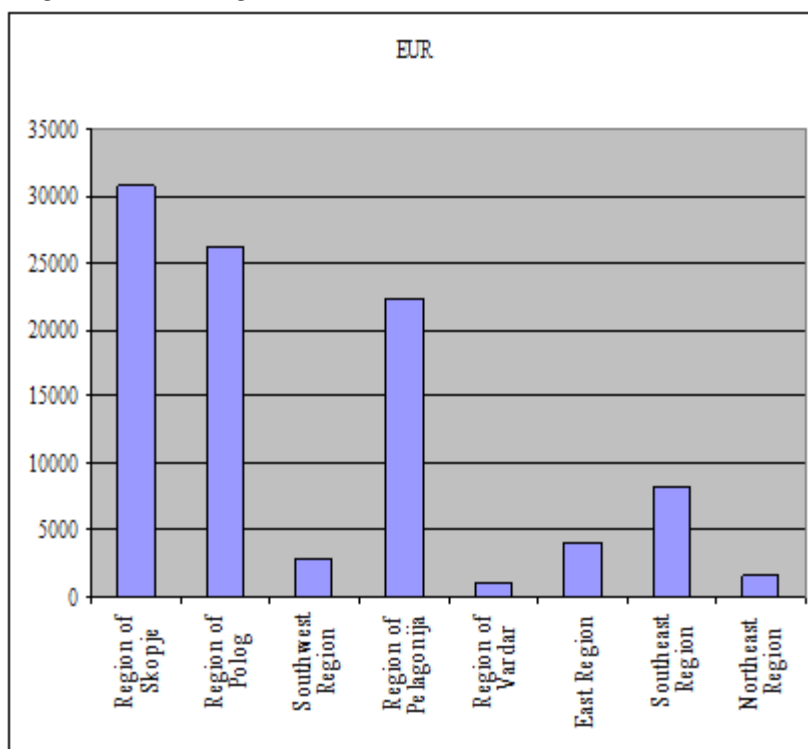
- development of staff through the process of work,
- continuous staff development,
- satisfaction among the staff about the possibility of acquiring new knowledge,
- increased motivation of staff in the process of work,
- satisfied clients,
- achieving better financial results.

Training and staff development is particularly important in small tourism businesses, because they must be constantly aware that they should have information on:

- products / services offered on the tourist market,
- scope of the market of tourism in which they work,
- wishes / requirements of the tourist,
- knowledge, information about the competition.

In doing so, the small and medium-sized enterprises that are successful on the tourism market are based on knowledge, apply new, innovative tourism products, develop a working environment where knowledge and information is being spread / shared between the employees and does not remain "in property" of a small circle of employees.

Graphic 1: *Funds Spent on Training in Macedonia According to the Planning Statistical Regions*



Source: *Project "Capacity Building for Creation of Knowledge-Based Economy; Research "Analysis of the Training Needs of Small and Medium-Sized Enterprises", Skopje, March 2010, pg.38*

Despite the evident need for advanced training and development of human resources in general for small and medium enterprises and in tourism as well, yet they do not invest enough in this sphere. So, bearing in mind the research conducted in the course of 2010, by the project "Capacity Building for Economy Based on Knowledge" the investment in training and development of staff through training / practice in Macedonia is as above graphic.

Bearing in mind the above-mentioned research training, a total of 97,000 euros have been allocated for this purpose. Out of the total number of 874 surveys conducted in small and medium-sized enterprises, 368 of them participated in some aspects of training, which means that the average sum invested per company is about 260 euros.

From the data presented in the chart, keeping in mind this research, it can be noted that most of the funds for training in an absolute amount are allocated by the small and medium enterprises in the Skopje Planning Region, or about 30,750 euros, or about 32% of the total funds invested in training.

Next on the list of investments in training in absolute amount are:

- Polog Planning Region with about 26,180 euros (27%),
- Planning Region Pelagonija with about 22,280 euros (23%),
- Southeast Planning Region with about 8,190 euros (8%),
- East Planning Region with about 4,080 euros (4%),
- Southwest Planning Region with about 2,780 euros (3%),
- Northeast Planning Region with about 1,610 euros (2%),
- Planning Region Vardar with about 1,050 euros (1%).

But if the data is analyzed in terms of average invested assets per enterprise, then the situation is as follows:

- Polog Region, 36 small and medium-sized enterprises (who have participated in training) invested an average of 730 euros per company.
- Southeast Region, 14 small and medium enterprises invested an average of 580 euros per company, etc.

Unlike them, the small and medium enterprises in the Skopje Planning Region (whose share in the gross domestic product in Macedonia is

43.7%), 101 small and medium-sized companies invested an average of approximately 300 euros per company.

From the above presented data it can be noted that the businesses invest very small funds in training/practical work. Therefore, it is necessary to work on raising the conscience of the entrepreneurs in terms of importance of human resources for their successful operation.

From practical experience, entrepreneurs often say 'why should I invest in training and the development of human resources when starting from tomorrow the employee could go to work in another company'. "It is a completely wrong thinking, because if the code of a larger number of entrepreneurs in tourism increases, and the conscience to invest in human resource develops, it will create a critical mass of high-quality human resources who will be able to successfully offer quality service to tourists.

The need of training and human resource development, especially in the small tourist business, arises from the need of the tourists, traveling to other cities due to their specific needs that cannot be met at their place of residence.

From this point, their demands, needs, desires, are specific and different for different people. The role of human resources is in fact to meet the needs required by the tourists in the best possible way through better knowledge of their demands. This demands a permanent creation of quality personnel for the needs of small tourist businesses, with the aim of it being up to date with the permanent changes in the modern tourism.

Taking into account the opinion of Kripendorfa: "if there would be no tourism to assist in the escape, hospitals and sanatoriums should be built, where people would cure from the stresses of the everyday problems," the constant development of human resources in tourism is increasingly actualized, as a necessity that is imposed by the tourist market and the changes occurring therein.

Planning of staff training and development in the hotels on the Ohrid Riviera

In order to determine the level of attention paid to the development of staff, interviews were made with the managers of the hotels from the small tourism economy on the Ohrid Riviera. (Hotel Belvedere, Hotel

Metropol, Hotel Sileks, Hotel Riviera, Hotel Beton). The conclusion drawn from the received answers shows that the hotels are conducting permanent planning for employee training and development through developing a program of training and development. The methods that will be applied for training of technical staff for a period of one year are established in their programs.

The information obtained from the interviews shows that the most widely used methods are the methods through job training via mentoring by senior staff, as well as training from the country through projects that provide practical training in the world's top hotels and restaurants.

The most of those interviewed, in cooperation with the Project of the British Government - ESA Ohrid, sent chefs to practical work in the UK in top hotels and restaurants. Also, through other projects, chefs are sent to training in China for preparation of specific dishes, in order to satisfy the needs and desires of the Chinese tourists that are expected to arrive in the following period.

These programs also include methods for training of managers in hotels, in which the courses and seminars in the field of management are the most prevalent ones.

Conclusion

Tourist companies carry out their activities in a highly competitive international market, where tourists have high expectations in meeting their demands. Bearing this in mind, the small and medium enterprises in the field of tourism must offer a high quality and innovative tourism product, if they want to retain and improve their competitiveness in the global tourism market.

The quality of human resources plays an important role in the successful participation on the tourism market.

The everyday technical-technological breakthroughs require a necessity for their permanent monitoring and implementation in the field of tourism. The improvement and development of human resources is a precondition for successful competition with the competitors on the international market of tourism.

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