

UNIVERSITY OF TOURISM AND MANAGEMENT

**The Third International Scientific
Congress - Biennale**

5th October, 2013



Skopje, Macedonia

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**The Third International Scientific
Congress - Biennale**

**5th October, 2013
Skopje, Macedonia**

**Collection of works of the Congress
on the theme**

ICON BEST 2013



English version

A blue, semi-transparent globe is positioned at the top center of the page, partially cut off by the top edge. It shows the outlines of continents and is surrounded by a blue, wavy, abstract graphic that flows across the top of the page.

Dear ladies and gentlemen,

*It is great honor and pleasure to welcome you at the Third International Congress, Biennale with the theme: **ICON BEST 2013**. The Congress is organized by the University of Tourism and Management in Skopje which permanently monitors the educational, scientific and economic trends in developed economies in Europe and worldwide in order to create and implement innovations which will bring us closer to the standards of the European Union.*

I am convinced that each and every one of us present will give an exceptionally high contribution to exchange information on the current scientific thought about tourism and sharing of ideas. At the congress the best practices about enhancing the business climate in the region and wider will be presented. At the same time you will have the opportunity to establish business contacts with prominent leaders in the field of tourism and management.

Thank you for your participation in the congress. I'll be especially pleased to see the next Congress.

Chancellor
Prof. Ph.D. Ace Milenkovski



UNIVERSITY OF TOURISM AND MANAGEMENT IN SKOPJE

The University of Tourism and Management in Skopje is a private university accredited in 2006 by the Ministry of Education and Science in the Republic of Macedonia.

The University is managed by the Chancellor Prof. Ace Milenkovski PhD. The University has a competent teaching staff, the most sophisticated technical, material and spatial resources. The design of the mission and vision is compatible with the world trends to ensure total management quality.

University of Tourism and Management in Skopje organizes first cycle of Undergraduate studies, the second cycle of Master Studies while the third cycle of Doctoral studies is in process of accreditation. Within the University exist and function the Faculty of Tourism, the Faculty of International Marketing Management, Faculty of Human Resources Management, Faculty of Economics, Faculty of Public Relations, Faculty of Sports Tourism, and Faculty of Entrepreneurial Business. The lectures at the faculty are conducted according to the principles of Bologna declaration with the explicit application of the methodology of the European Credit Transfer System, supported by computer software that is aimed at efficient and effective communication of stakeholders, access to information and objectivity in measuring the quality of the teaching process and the final solutions. The priority in permanently monitoring, implementing and evaluating the process and results is the direction of the University to create an effective interaction of students and teachers in order to acquire competencies, i.e. applicable knowledge according to the standards of the universities in Europe and the world. The multidisciplinary approach is a sign of the teaching process for acquiring theoretical knowledge which are assessed through the mandatory realization of the internship in reputable institutions in the country and abroad. After completing the studies, the students are trained for the competitiveness in the labor market.

An integral part of the University is the FTS travel, travel agency, managed by graduates who are leaders in creating the internship. The scientific and research activity is noted by the intensive production of the university textbooks and scientific papers, publications and a magazine which is published annually.

International collaboration is accomplished through participation in scientific congresses, symposiums and signing collaboration memorandums with renowned universities in Europe and beyond.

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IMPROVING THE QUALITY OF HUMAN RESOURCES MANAGEMENT IN TOURISTIC ORGANIZATIONS – KEY FACTOR FOR INCREASING THE SATISFACTION OF SERVICE USERS

T. Miceski¹, N. Stojovska²

Abstract

Today, challenges caused by globalization and constant changes in supply and requirements, including the desires of users in tourism, impose the need for continuous improvement in the quality of provided services. In this context, touristic customers want high quality of delivered services, at appropriate prices, on appropriate destinations, at appropriate time.

The process of delivering services with the desired high quality requires efficient management with human resources. Continuous training of human resources increases the quality of services and the result of this is increased user's satisfaction and increased possibility for their visit again in the future.

The focus of this paper is improving the quality of human resources management and their continuous training, and thus developing values from services used by the customers. The paper presents development tendency of tourists and their passed nights in Republic of Macedonia. Here, preferred factors are those related to the quality of human resources management and which have contribution to successful tourist working.

Key words: management, human resources, quality, service, tourist, nights.

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Introduction

Increased user's criticality and requirements for higher service's value, impose the need for mobility in touristic and catering organizations so they can adapt to the relevant requirements, and thus attract more customers ie users. This business circumstances also impose the need for analyzing all the factors that have influence on touristic and catering organization's performances.

It's obvious that tourism, thus catering service activities are in expansion today. Global trends in the requirements of service users like any information extends to every part of the country. Customers are more and more penetrating into all areas, especially in tourism. Users of touristic service are separating part of their personal budget in order to get quality offer and services that meet their requirements, primarily due to recreation in life, and statistically seen, for extension of their life expectancy.


If touristic and catering organizations have in mind all this, they will achieve success. Business success means that touristic organization prefers the quality of touristic/catering service as business activity, through satisfying numerous requirements and expectations which have users of this activities ie tourists.

Quality, raised to the level of TQM ie in all activities and fields in business working and all management levels, should be performance and strategic task for the management. The quality should be an integral part of the offer (places, food, etc..), as well in the overall service of the human resources that provide it. Actually, employee's preference of quality should flow from their training, entity's organizational culture, structure, value system and strategy.

The conditions of this globality and openness to the world market, including the strong competition, are more and more determining the profitability and competitiveness in tourism, which, on the other hand, largely depends on the knowledge and skills of managers in touristic organizations, quality, creativity and expertise of the workforce, especially their skills to offer and implement this offer in accordance with the requirements of users. From the quality of their approach, behavior and skills, depends the satisfaction of guests, and consequently the profit.

Today, as result of the globalization, reflected by dynamic and complex changes, human resources management acquires a new dimension and becomes more significant strategic factor for success in tourism. From the quality of involved human resources depends the quality of service offered, and thus the competitive advantage of touristic company which provides that service. So, if we start from the fact that the client is the largest property for the company, then, appropriate management with employees emerges as imperative in order this property to be maintained and increased.

This paper, driven by theoretical and empirical research, is focused on the claim that key factor for increasing the satisfaction of service users ie tourists is continuous improvement in the quality of human resources who work in touristic organizations.



The importance of human resources for quality working in the touristic organizations

The importance of human resources for touristic organization is logical, and it comes from the nature of this business activity.

From the way that activities related to human resources are doing, such as planning, recruitment, selection and development of human potential, will depend overall quality of supply and service and thus the performance of the organizational goals. In fact, the primary requirement for successful working of touristic and catering organizations is proper behavior of service providers towards recipients. A basic condition for providing mobility, success and ability to respond to all sophisticated requests is continuous human resource's training in order to prefer and create competitive advantage based on overall quality. To achieve this, touristic and catering organizations need to develop service-oriented approach, taking into account this pillars³:

- Gathering information and understanding the values that consumers receive using the service and/or consuming the product that organizations offer,
- Using knowledge, attitudes and skills to offer services to users in a way that the value will be positively perceived over time;
- Preferring appropriate ways on which organizations can offer, prepare, implement and deliver their services and/or products to customers according to their perception of quality and value;
- Mobilizing all the functions in organizations in order to create and deliver supply with perceived quality and value, and thus to satisfy all stakeholders (if there are shareholders, managers, employees, customers and others).

In fact, these pillars suggest that organizations should understand: perceived quality of service and values that consumers demand and prefer those which competitors prefer; ways on which the organization can create values for the users and also the ways in which can manage the available resources in order to create these values.

Quality of service can be defined as a set of properties and characteristics of services that affect their ability to satisfy stated or implied needs. According to this definition, which is entirely focused on customers, the company offers quality when its service meets customer's need, desire and expectation. Those organizations that meet the set requirements of its customers in many cases are organizational subjects of quality⁴. In defining and determining the quality of service in touristic activities, the start point is the assessment of users, ie their beliefs and perceptions of quality.

To ensure the quality of services, touristic organizations must establish an effective system for human resources management, including policy and decisions for attracting, rewarding and improving their employees. Successful management of human resources is vital for service organizations.

The nature of this business activity requires different ways of managing

³ See more: Lucas, R., Social policy in tourism. The Hospitality Industry, Tourism and Europe, Cassell, London, 1999, pp.63-64.

⁴ Price, L., Poor personnel practice in tourism industry, does it matter? Human Resource Management Journal, 4(4), 44-62. 1996, p.125

the human resources⁵. Proof of this is the huge literature in the field of service management, which also indicates the necessity to put the right person in the right place so he can provide the best quality service in line with the perceived quality of the users. Human resources, especially skilled ie qualified employees are the most important in providing quality services in the touristic company.

As a key feature of touristic services can be pointed out their complexity which determines the connection of whole range of activities with different technical, technological and organizational characteristics, where quality of service is based on the perception of satisfied expectations and needs⁶. This means that the objective activity related to the supply of touristic products and relationships with customers and subjective process of interaction between service recipient and provider plays a crucial role in the service perception and experience.

Development tendency of tourists in Republic of Macedonia

The development tendency of tourists in the country, starting from 1958 onwards, shows trend of fluctuations. Thus, there is rapid increasing from 1958 to 1990, gradually decreasing from 1991 to 2001 and again gradual increasing since 2001 (Table 1, Chart 1).

In order to neglect the various factors which have influence and to see the development trends on purified calls, we used exponential trend:

$$y_c = a \cdot b^x$$

The forecast shows that in the future the number of tourists will continue to increase, which is also shown in Table 1 and Chart 1.

We also used linear trend, $Y_c = a + bx$, where there prediction as well shows an increase in the number of tourists in the coming years (Chart 2).

Table 1. Number of tourists in R.Macedonia 1958-2012⁷

Years	Y- Absolute values	Yc- Estimated values
1958	255.380	486.038
1959	287.488	490.419
1960	303.122	494.840
1961	327.024	499.301
1962	340.585	503.802
1963	253.792	508.344
1964	295.938	512.927
1965	330.392	517.551
1966	378.572	522.217

⁵ Stone, Th./Meltz H., Human Resource Management in Canada. Rinerhart and Winston of Canada, Toronto. 1988 p.10.

⁶ Armstrong, M., Human Resource Management Practice, 8-th edition, Kogan Page 2001, p.14

⁷ Statical review 8.4.13.01/746 R.Macedonia, State Statistical Office. Tourism in R.Macedonia 2008-2012 Skopje, june, 2013



1967	380.758	526.924
1968	389.583	531.675
1969	432.952	536.468
1970	464.450	541.304
1971	507.385	546.184
1972	549.652	551.108
1973	612.141	556.076
1974	600.112	561.089
1975	685.314	566.147
1976	715.629	571.251
1977	820.746	576.401
1978	869.571	581.597
1979	885.010	586.840
1980	970.387	592.130
1981	973.518	597.468
1982	1.006.104	602.854
1983	985.224	608.289
1984	1.059.246	613.773
1985	1.141.599	619.306
1986	1.180.806	624.889
1987	1.183.160	630.522
1988	1.111.187	636.206
1989	1.032.072	641.942
1990	974.537	647.729
1991	710.278	653.568
1992	585.699	659.460
1993	647.728	665.405
1994	613.154	671.404
1995	503.837	677.456
1996	476.205	683.564
1997	451.871	689.726
1998	575.080	695.944
1999	549.630	702.218
2000	632.523	708.548
2001	333.308	714.936
2002	441.712	721.381
2003	483.151	727.884
2004	465.015	734.446
2005	509.706	741.067
2006	499.473	747.747
2007	536.212	754.488
2008	605.320	761.290
2009	587.770	768.153
2010	586.241	775.078
2011	647.568	782.065
2012	663.633	789.115
2013		796.229

2014		803.407
2015		810.650
2016		817.958
2017		825.332
2018		832.772

Graphic display, according to exponential trend would be:

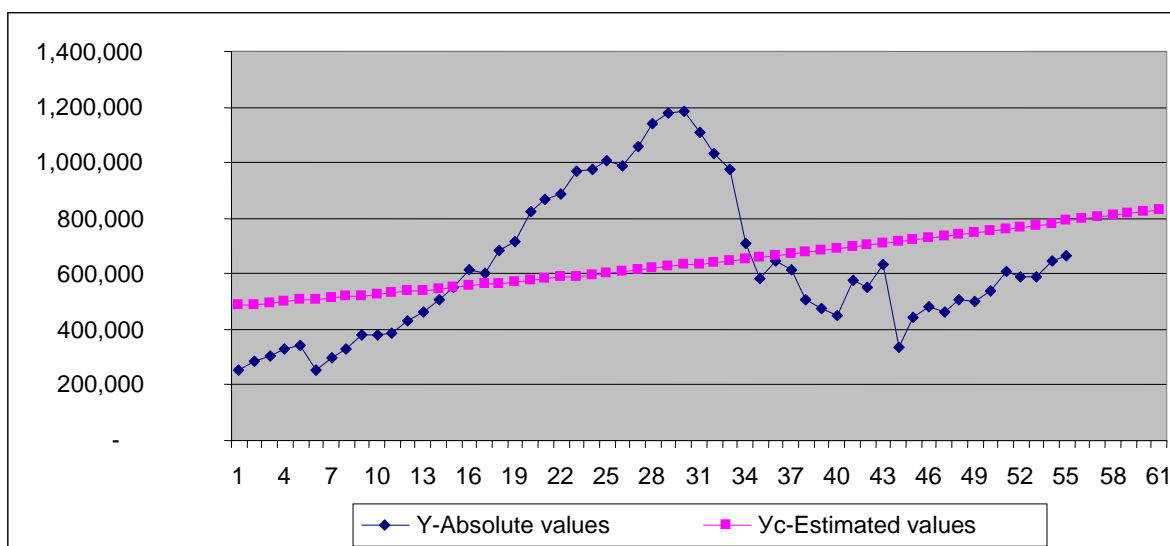


Chart 1. Number of tourists in R.Macedonia 1958-2012 according to exponential trend

According to the linear trend , current and future development trend is:

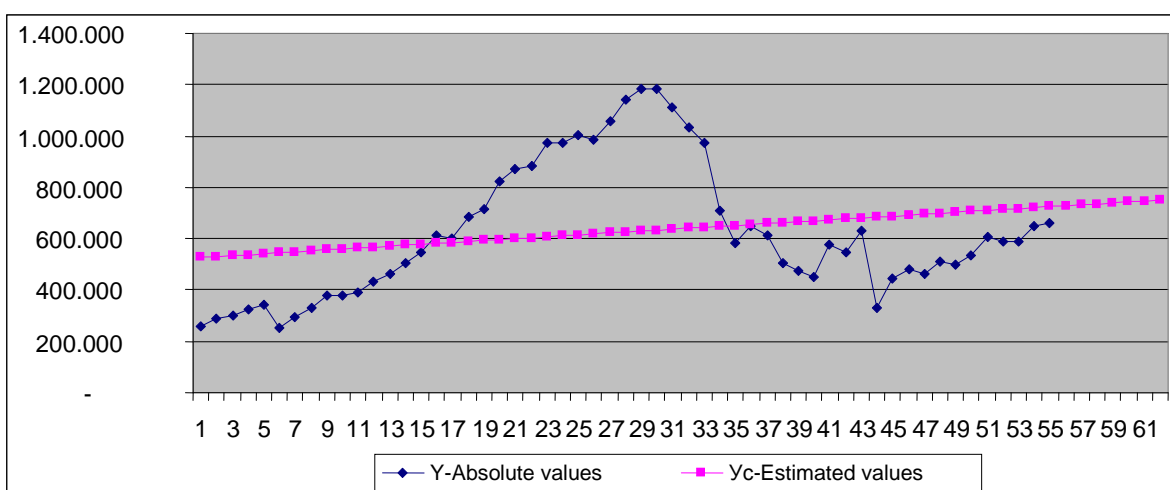


Chart 2. Number of tourists in R.Macedonia 1958-2012 according to exponential trend

From the graphic presentations using exponential and linear trend can be noticed that in both cases the expectations are the number of tourists to continue to increase in the next five years. According to the exponential trend, the number of tourists in the coming years from 2013 to 2018 will be between 796,000 to

833,000 tourists, while according to linear trend, the number of tourists in the same period will be between 730,000 to 750,000 tourists.

However, when are using this trends should be having in mind the limits of the confidence intervals calculated with the corresponding probability that would move up and down in terms of the calculated anticipated values. Because of the size of the paper, it will not be shown.

Empirical Research

In order to see the relations between touristic workers and their customers-tourists, we did empirical research through observation and questionnaires.

The focus was on the following three questions, on which anonymously responded touristic professionals, as service providers and tourists, as users of the services.

- Whether tourists are satisfied with the attitude of touristic workers when they offer touristic services;
- Whether tourists are satisfied with the attitude of touristic workers during the performance of touristic services;
- Whether tourists are satisfied with the attitude of touristic workers after touristic services are finished and would they use the services from the same travel agency again.

This research was conducted through a survey on 36 touristic workers and 180 tourists. Gender structure of touristic workers was 57% women and 43% men, while of the tourists was 52% women and 48% men (Chart 3).

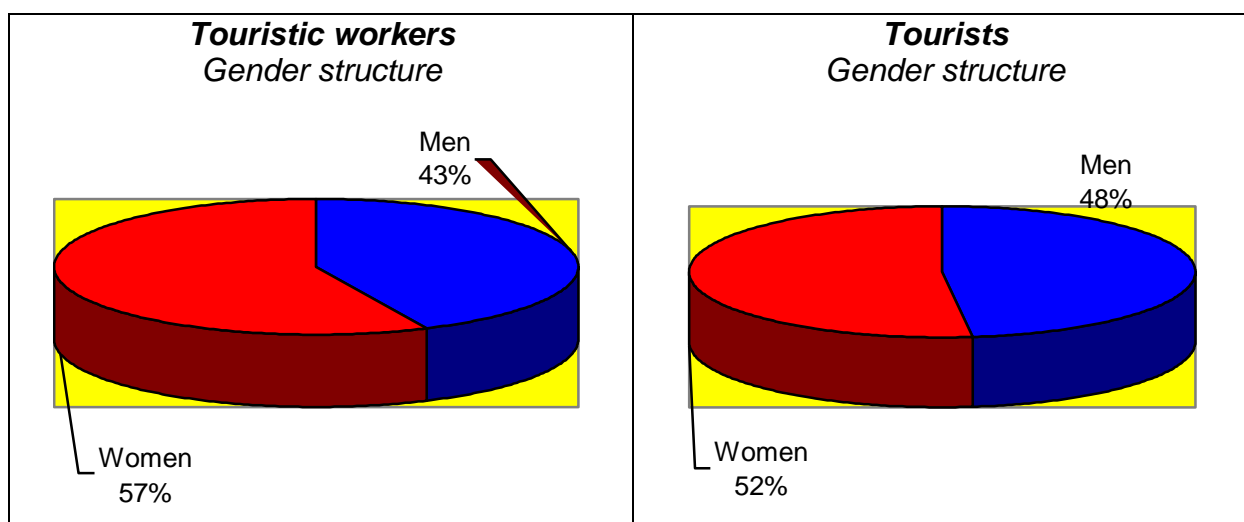


Chart 3. Respondent's gender structure

In this survey were mainly included several touristic organizations (hotels and agencies) from Skopje (36%), Ohrid (43%), Prilep (7%), Strumica (5%) and Bitola (9%). The time period was from 15 June to 15 July 2013. It was used one survey adapted and divided into 2 types in terms of the respondents: touristic workers ie employees (hired) in touristic organizations and tourists ie service

users.

Because of the space of this paper, we will give a brief analysis of the answers of each question, without explaining them.

For the first question, whether tourists are satisfied with the attitude of touristic workers when they offer the touristic services, answers are shown in Table 2 and Chart 4.

Table 2. Tourists satisfaction about the attitude of touristic workers when offer services

Answers	Touristic workers		Tourists	
	Numbers	%	numbers	%
Yes	34	94%	138	76%
No	0	0%	10	6%
Hesitantly	2	6%	32	18%
Total	36	100%	180	100%

Graphic display is:



Chart 4. Tourists satisfaction about the attitude of touristic workers when offer services

From the results we can notice that the calculated value for $\chi^2 = 6,038$ is greater than its tabular value $\chi^2 = 5,991$ (for 2 degrees of freedom and 0,05 limit of significance). The conclusion is that the statements of touristic workers and tourists differ each other. Because the tourists are those who evaluate the services offered, we can say that touristic workers don't estimate tourist's requirements enough.

Gathered answers about the question whether tourists are satisfied with the attitude of touristic workers during the performance of touristic services, are shown in Table 3 and Chart 5.

Table 3. Tourists satisfaction about the attitude of touristic workers during the performance of touristic services

Answers	Touristic workers		Tourists	
	Numbers	%	numbers	%
Yes	33	92%	99	55%
No	0	0%	34	19%
Hesitantly	3	8%	47	26%
Total	36	100%	180	100%

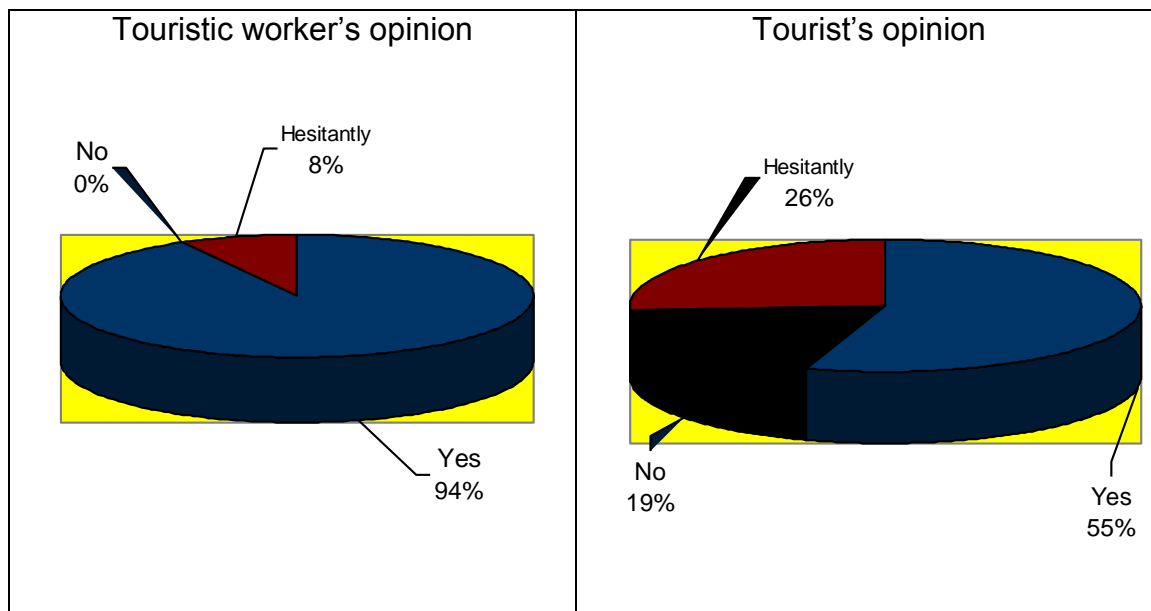


Chart 5. Tourists satisfaction about the attitude of touristic workers during the performance of touristic services

From the results we can notice that the calculated value for $\chi^2 = 17,496$ is greater than its tabular value $\chi^2 = 5,991$, so we can conclude that the statements of touristic workers and tourists differ each other also in terms of this question. This implies that touristic workers need to improve their attitude to tourists during the service's performance.

Similar answers are also gathered about the third question whether tourists are satisfied with the attitude of touristic workers after touristic services are finished and would they use the services from the same travel agency again (Table 4 и Chart 6).

Table 4. Tourists satisfaction about the post attitude of touristic workers and use of the services in the future

Answers	Touristic workers		Tourists	
	Numbers	%	numbers	%
Yes	31	86%	97	54%
No	0	0%	35	19%
Hesitantly	5	14%	48	27%
Total	36	100%	180	100%

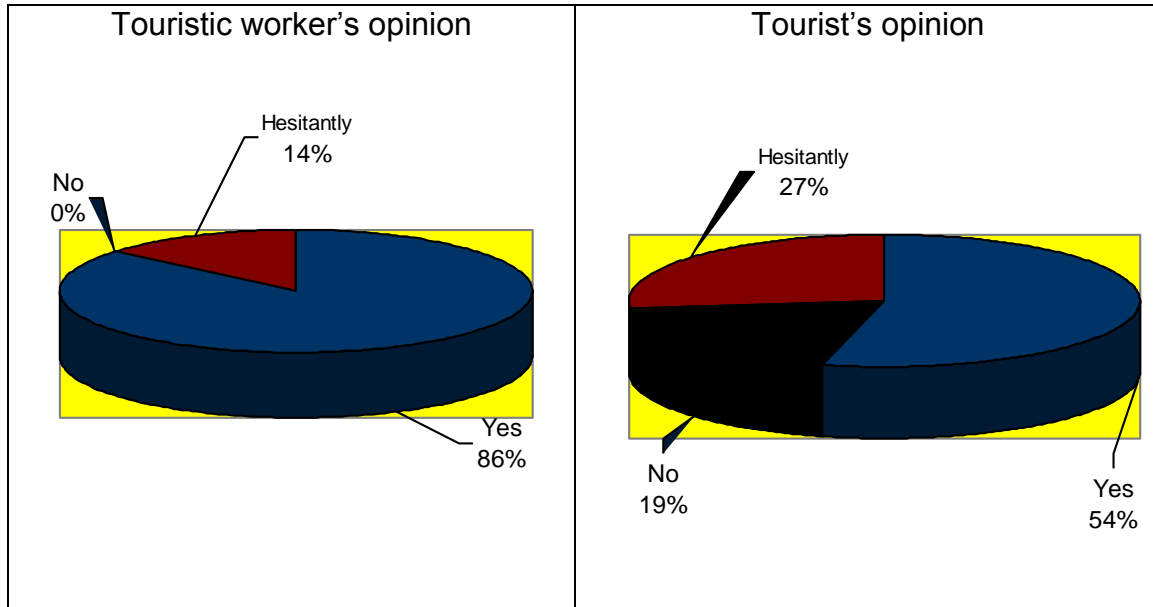


Chart 6. Tourists satisfaction about the post attitude of touristic workers and use of the services in the future

From the tabelar and graphic display we can notice that the calculated value for $\chi^2 = 14,252$ is greater than its tabular value $\chi^2 = 5,991$, so we can conclude that the statements of touristic workers and tourists for this question differ each other again.

In fact, the answers about all question, especially about the second one about touristic workers attitude during the service performance are different for both groups of respondents.

As final conclusion we can say that touristic workers ie hired human resources need to improve their attitude, behaviour and approach to tourists during all the process of offering and performing the touristic services, so that the possibilities for using the services again in the future will be bigger. This can be achieved through continuous training, which will also contribute for improving the quality of human resources management in touristic organizations.

Improving the quality of human resources management in the touristic organizations

Improving the quality of human resources management in the touristic organizations depends on the role of the top management in this entities.

Top management is the factor that stimulates and drives the energy in the company, connects and unites the labor and the potential of all employees. So, the success of the touristic organization depends on top management ability to coordinate all employees in mutual cohesion in the process of providing services and creating a greater satisfaction and value for service users⁸.

Managers must create a vision and spread awareness for the mission, and also provide as more pleasant approach and behavior with clients/ customers as it possible, because they are the source and holders of revenue for the organization. Communication must be two-way, with the employees from one side and with users on the other side, all that in order to be created a clear basis for continuous improvement of service quality.

All employees ie persons involved in touristic organizations have influence on attracting and retaining customers. But those employees who have direct contact with service users, leave the first impression to them and directly influence on the image that the customer creates for the organization⁹.

The way and quality of creation, presentation and delivery of touristic services has influence on satisfaction of service customers. Thus, tourism as a specific service activity is an expression of empowerment, creativity and skill of human factor.

It is not enough to conclude that the human factor is a key determinant for the success of the touristic organization. Such claim does not bring results and it is not enough to ensure quality and market success. It is only start point for understanding the possibilities and ways in which human potential can be turned into a strength and asset of the organization and thus to achieve economic value. Because of this, the human resources are considered as potential, which can become significant value for the organization if there is proper management. Depending on the way human resources are managed, depends whether they will be drivers or limiters to the touristic organization's growth and development.

The modern approach to human resource management prefers not only correct choice of human resources, performance's proper evaluation and their reward, but also their training, development, promotion in order organizational goals to be achieved. In fact, modern approach to management of human resources, sees the human resources as opportunity, potential and main force for competitive advantage of the organization

The management of human resources is a key factor for touristic organization's success. With use of appropriate methods and instruments it needs to create conditions that allow the development of employee's potential, encourages motivation and identicates their positive impact on the success of the organization. This means understanding the dynamic approach and commitment of manager for identification and continuous development of human potential, but also coordination between individual and organizational needs and interests.

⁸ Cascio, W., *Managing Human Resources*. McGraw Hill. 2003, p.207

⁹ Stone, Th./Meltz H., *Human Resource Management in Canada*. Rinerhart and Winston of Canada, Toronto. 1988, p.49

Human resources management can be defined as a strategic and coherent approach for managing the most valuable factors in property of the organization - the people who work here and have a personal and collective contribution in achieving its objectives¹⁰.

Modern approach to human resource management uses methods in order to influence directly on the performance of individuals and organization. The performances come from the following features¹¹:

- Implementation of appropriate management approach to encourage employee's motivation and creativity;
- Creating and implementing a strategy to connect business activities with the system of human resources management;
- Continuous employee's training for current and future activities so they can successfully meet the needs and requirements of service users;
- Continuous perception and controlling the employees by the management of human resources (the manager of the human resource's department and responsibility of managers at all levels) and by qualified persons for human resources, in order to perform the coordination, point errors, take prevention or other activities for their proper guidance;
- Preference the principles above self-interest, ie with dedication to work achieving individual through common goals;
- Coordination of all processes in the system of human resources and their improvement;
- Developing the charismatic and transformational approach for human resources management.

For proper operation of touristic organizations of special importance is the preference of quality in human resources management and thus develop their performance in providing tourist services¹². Here, it should be note that in practice there isn't best way according to which activities of providing touristic services would be realized and would give greatest satisfaction to users. In this contex, it is important qualified employees to know how they can develop a strategy for providing the highest levels of service to customers. Every touristic company should develop its own model of approach and giving services to its clients/customers. Therefore, it must take continuous training, developing and improving their overall quality. Only by improving the quality of human resources management can be increased the quality of services and satisfaction of service customers.

The nature of touristic services, increased competition, the level of standard and user's criticality, suggest that every organization needs to pay special attention to the promotion of quality in their overall activities. From this depends whether touristic organizations would be able to adapt to more demanding requirements of service users. So, for the success of touristic organizations it is important to have the appropriate human resources who can handle the entire situation and have the need and the potential for further development.

¹⁰ Armstrong, M., Human Resource Management Practice, 8-th edition, Kogan Page 2001, p.4

¹¹ Choy, D., The Quality of Tourism Employment. Tourism Management, . 1995, p. 65

¹² Baum, T., Human Resources in Tourism. Human Resources in International Tourism, Butterworth Heinemann, Oxford, . 1993, p.24

In fact, one of the key functions or activities of human resources management is the concern for the development of employees. Tourism, as a specific activity dictates the number of employed persons, while their retaining depends on their ability, efficiency and effectiveness. On the other hand, their ability and efficiency depends on continuous professional training and development¹³.

In terms of training and development, it is important to pay special attention to the concept of knowledge management, for developing skills for professional, communicative and flexible realization of tourist activities. Concept of knowledge management is the process of improving organizational performance through development and implementation of processes, systems, structures and cultures that support the creation, sharing and use of knowledge¹⁴.

Knowledge involves all that an individual or group of employees knows or doesn't know how to do something (humanitarian and social knowledge) and their knowledge of organizational norms, process, procedure and routine (structured knowledge)¹⁵. So, the future of any activity, especially tourism is in the hands of education. Primarily, education is in function on developing new knowledge, abilities and skills.

Given that tourism is subject to rapid changes driven by technological advances, changes in tastes of consumers and competition in the global world, from the employees in this area is required a high degree of flexibility and professional mobility. This can be provided only by continuous and well-conceived concept of development. The development may include a whole range of planned activities for gaining new skills and abilities needed for future work. Due to the complexity of the work in tourist organizations and the use of new information and communication technologies, employees must constantly attend seminars to follow the trend in tourism and catering and to acquire general knowledge related to this activities.

Since touristic activities are seasonal and are subject to frequent changes, it employee;s adaptability, mobility and flexibility is necessary in each season. This can be achieved through rotation or planned changes in operation, so that the identification of potential and acquisition of new knowledge and skills can be possible. In this way can be designed jobs that allow deepening and expanding the work in accordance with the needs and views of management (top management, human resource managers and other managers).

But regardless of the season, the success of employees in touristic organizations is measured by their performances. Performance or achievements may be some measurable results through assessing a certain behavior or personal characteristics, and also are factors to perform certain activities in a defined time period, such as increasing incentives for efficient operation,

¹³ Pržulj, Ž., Menadžment ljudskih resursa. Institut za razvoj malih i srednjih preduzeća, Beograd. 2002, p.45

¹⁴ DeLong, D., Fahey, L., 2000, "Diagnosing Cultural Barriers to Knowledge Management", Academy of Management Executive, 14:113-127; исто така види во Van Buren, M., 1999, "A Yardstick for Knowledge Management", Training and Development, May: 71-78

¹⁵ DeLong, D., Fahey, L., 2000, "Diagnosing Cultural Barriers to Knowledge Management", Academy of Management Executive, 14:113-127; Rossett, A., 1990, "Knowledge Management Meets Analysis", Training and Development, May: 63-68.

deployment and promotion of awards on equitable basis, making organizational goals clearer and more acceptable to employees, better planned training program for employees to create good interpersonal relationships (giving a personal example), good working atmosphere etc.

Evaluating employee's performance is a process that assesses the contribution of employees in achieving organizational objectives in a defined period of time. For this purpose, in practice are commonly used seven basic dimensions of work: quality, quantity, respecting timelines, cost-effectiveness, the need for supervision and training, interpersonal influence and creative and inventive step.

Also, well-thought-out system of rewards as a motivational factor can affect on the increase of work efficiency and quality of tasks realization, thereby further increasing of employee's performances. Actually, rewarding the employees should be related to actual performance, which will contribute to:

- Achieving the organization's strategic goals, by rewarding those performances that are aimed at the implementation of the strategy;
- Strengthening the organizational norms, through the kind of signal about the behavior needed in the organization;
- Motivating the employees through training of direct links between the achieved performance and awards received;
- Making difference between good and bad performances by rewarding the good ones.

The earnings based on actual performance, should be aimed at improving the overall quality of the touristic organizations.

Conclusion

Today, the supply of quality services by the touristic organizations is considered as a condition for their competitiveness, survival, growth and development.

The term quality means that the product or service meets the needs and expectations of consumers and customers. Knowing this, all strategies based on quality standards, indicate good knowledge of consumers. However, in terms of tourists, satisfaction from the tourist destination and services depends not only from the immediate staff who provide the service, but also from a very comprehensive factors such as hospitality, security, health care, trade, attitude to guests etc..

This paper puts forward the view that the quality of touristic services mainly depends on the ability of managers to manage the human potencial ie to use it as a development resource. Managers at all levels must be aware of the importance of motivation, staff training and the effects of applying their knowledge in the touristic sector. It is generally known that human is driver and holder of all activities in the economy and human impact on the global economic development is becoming more complex.


Human resources are fundamental factor in every company. In this context, the importance of "hard" variables in the company (finance, processes, technology, structure) is decreased, while "intangible" resources became the most important source of added and newly created value of the company (participants, intellectual capital, creativity).

The essence of this paper is the claim that human factor is key for success in tourism. However, this factor is not sufficient, its necessary appropriate management using combination of methods and instruments that allow the develop of employee's potential and encourage their motivation. Such methods and instruments offers modern concept of human resource management. In this regard, touristic organization needs to affect on all factors that influence the employee's behavior.

Analysis of factors for success, particularly in tourism as a specific and complex service activity, shows that the importance of human resources for the success of the touristic organization is indisputable. Long-term success in tourism is limited by the speed of introducing standard about operating processes and procedures for controlling the quality of services, which aim is to impose the same standards to all stakeholders in creating touristic products and also to ensure quality and efficient service to the tourists. Since long time is established that only a satisfied employee can give the best results, no matter the type of his work. In this regard, the quality is very important, but the decision for its implementation requires responsibility.

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