

Varazdin Development and Entrepreneurship Agency
in cooperation with
Russian State Social University
University North
Faculty of Management University of Warsaw
Faculty of Law, Economics and Social Sciences Sale - Mohammed V University in Rabat



Economic and Social Development

34th International Scientific Conference on Economic and Social Development –
XVIII International Social Congress (ISC-2018)

Book of Proceedings

Editors:

Aleksander Maloletko, Natasa Rupcic, Zoltan Baracskaï



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MANAGEMENT IN THE DEVELOPMENT OF TOURISM IN THE NORTH-EAST OF MACEDONIA

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ABSTRACT

In this paper we make an analysis of the companies that work in the hotel and catering industry in the north-east of Macedonia. The results from the research have shown that the companies need to constantly work on the advancement of the business processes by developing the Total Quality Management (TQM) philosophy, in order to both satisfy the wishes and the needs of the clients and to gain profit. The use of different tools and techniques in the marketing activities should help the companies to strengthen the brand and to enlarge the number of tourists and clients.

Keywords: *Employees, Instruments of tourism, Quality, Performances of the business processes, Tourism development*

1. INTRODUCTION

The basic aim of the management is to conduct the economy. Factors that influence the development of the tourism and the catering facilities is the management of the employees and their inclusion in the functions for deciding and developing the business processes. The manager has to provide an efficient and profitable working of the tourism and catering companies, and to take care of the company's reputation. The management has to coordinate the different activities regardless of the type or the size of the company. Also the management is responsible for the business activities of the company, the maintenance of the high standards of food, services, health and security in the hospitality companies. We believe that the research in this paper will help us improve our knowledge on the role of the management for tourism development, the participation of the employees in the manager teams and the process of making decisions, the different instruments that influence the animation and the development of the catering and the tourism by the employees.

2. LITERATURE REVIEW

If the companies for hotel and catering services want to strengthen their brand and enlarge the number of tourist and clients, they need to implement the personnel component in managing the satisfaction of the client and all of the interested parties (Mitreva & Filiposki, 2012). The character of the work itself in the tourism and the catering industry puts the employees in front of very high requests in relation to the business culture, the various types of professional knowledge and the communication and the manager skills as well (Mitreva & Prodanovska, 2013). The overall compatibility of the team in a certain hospitality and tourism company needs to be coordinated by the management (Prodanovska & Mitreva, 2012). If we use an IT term, the material part of the hospitality and tourism offer can be compared to a solid component of

the IT system, which is the hardware; while the personnel resources can be compared to an active component of the IT system, which is the software (Mitreva et al., 2015). However, the computer cannot function by using solely the hardware or the software. Inside the modern hotel industry there are developing more and more various types of intern marketing, which means marketing of the employees. This contemporary approach means different practices oriented toward improving the satisfaction of the employees, and at the same time the satisfaction of the guests. Although the management policy is very important, the quality of the hospitality and tourism services depend on the staff in the catering facility. In the hospitality industry, the services are the basis for competitiveness, and the hotels that provide the best service are on the top for business success. Beside the numerous technological and technical developments (which speed the process of providing a certain service), the guests still prefer the traditional hospitality (Whiting, 1994; Willcocks & Smith, 1995). The creators of the business policy and the business practice as well, give more and more importance to the methods that are not mathematical or statistic, but can be critical such as the following: organizational culture, motivation, personnel policy, leadership, teamwork, innovations and entrepreneurship (Mitreva, et. al.2016a; Mitreva, et.al.2016b). One of the largest problems in the tourism and hospitality industry is the lack of system for tests and errors, and that results in very anxious clients when an error occurs while using the services (Sohal, Abed & Keller, 1990). Most of the guests consider it as a personnel offense and react emotionally when solving the issue. The hospitality staff face an enormous challenge while controlling the quality, as a result of the characteristics of the tourism and hospitality industry as an industry with a high intensive work (Ranganathan & Dhaliwal, 2001).

3. METHODS IN THE RESEARCH

In order to study the role and the importance of the management in the development of tourism, we have done an analysis of the current situation through a research conducted among the employees of the hospitality facilities in the municipalities in the north-east Macedonia. The methodological instrument used for data collection was a questionnaire. The research was conducted from July to August in 2017 with the participation of 100 employees from hospitality facilities in different municipalities. The results from the questionnaire are presented below on graphs and are followed by an additional theoretical interpretation. In the data processing, we have made a combination of certain research methods. The method used in this research are the statistic method, the method of synthesis and the questionnaire method. The application of these methods is a derivation of the popularity of the subject of the research itself, and the sole aim is to process and analyses certain segments and make conclusions concerning the main subject of the research. The aim is to note the role and the importance of the management in the process of tourism development that is used in the organizations.

4. ANALYSES OF THE RESULTS

In the research, we have interviewed hundred employees in the hospitality companies in the municipalities in the north-east of Macedonia from which 61 were males and 39 females as shown on picture 1. It can be noted from the Figure 1 that most of the male employees are from Shtip and the least are from Kocani, while most of the female employees are from Sv.Nikole and the least are from Probistip.

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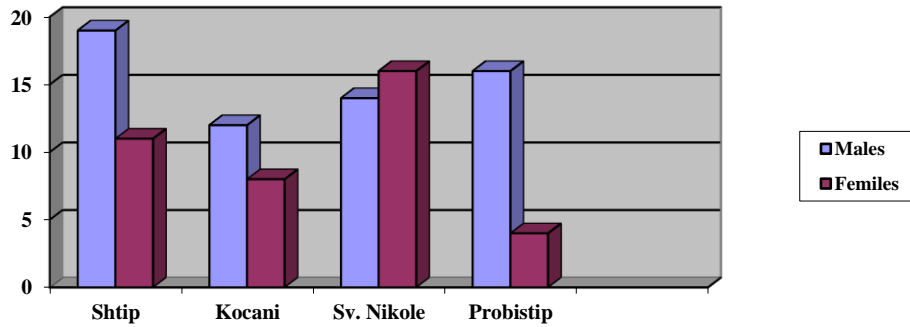


Figure 1: Sex structure of the respondents

The analysis on the age structure has shown that most of the respondents are aged 25 – 35, and most of the respondents at that age are from Shtip, while the least group with that age is from Sv. Nikole. The municipality of Sv. Nikole is characteristic for most respondents aged above 55, while the municipality of Probistip is characteristic for the smallest number of respondents aged 18 – 25 (shown on Figure 2).

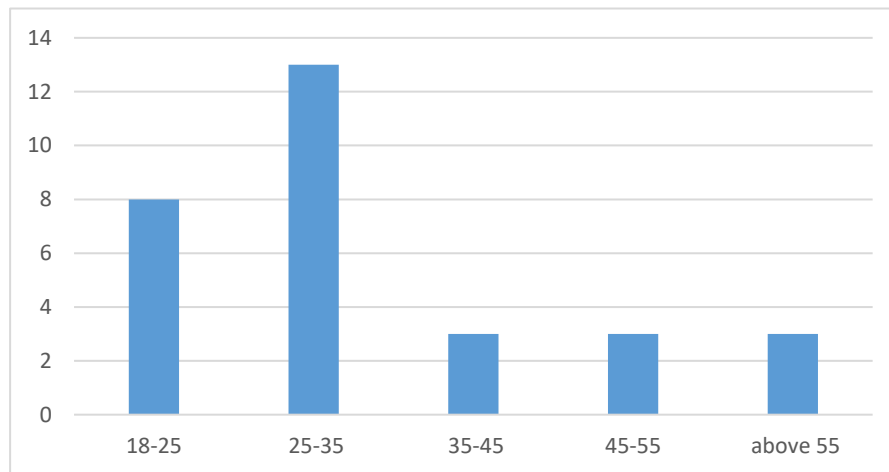


Figure 2: Age structure of the respondents

According to the research conducted on the educational structure of the employees, it can be concluded that most of them have a Secondary Education. The distribution of the results classified in accordance to the municipalities is shown on Figure 3. Most of them that have a Secondary education are from Sv. Nikole and the least are from Shtip. The highest number of respondents with a Secondary hospitality education are from Shtip, while none of the respondents from Kocani and Probistip have that adequate education. Also the most respondents with higher education are based in Shtip, while in Kocani and Probistip there aren't any. Finally the most respondents with Higher education in hospitality and tourism were interviewed in Probistip, and the least were in Kocani.

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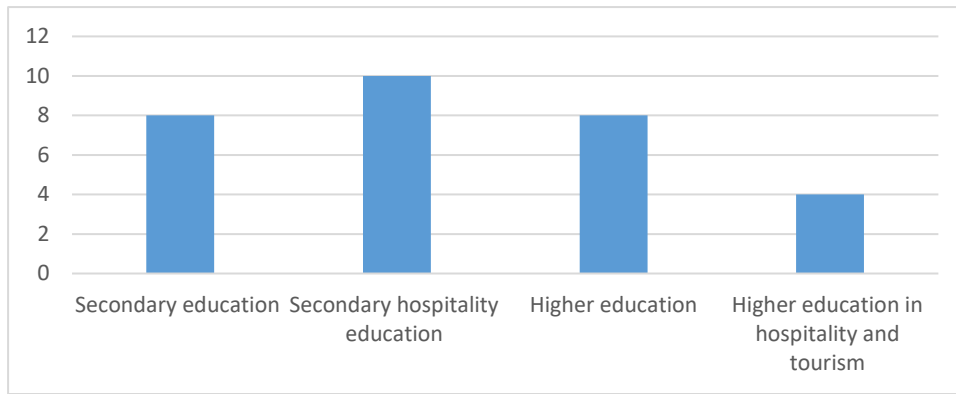


Figure 3: Level of education of the respondents

According to the participation of the employees in the manager teams and the process of decision making, the highest number of positive responses were gathered from the respondents in the municipality of Shtip and the smallest number of positive responses came from Probistip. In relation to the overall number of respondents, 59% have given negative responses in relation to their participation in the decision making of the managers which leads us to the conclusion that the respondents are not part of the manager team excluding the municipality of Probistip, where we have positive responses. The opinion of the employees if the level of the manager's responsibility is a business philosophy of the organization, they have a universal positive response as shown on Figure 4.

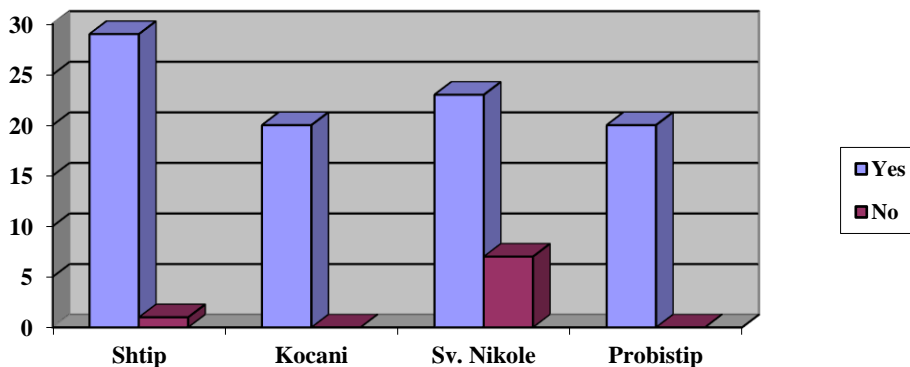


Figure 4: Level of manager's responsibility

The responses of the employees on the functions that are used the most by the management in the development of the hospitality and tourism in their organization are shown on Figure 5. The respondents have stated that the most applied is the controlling as a manager's function that is related to the determination of the norms, the measurement of the results and the assessment of quality. Only few respondents have stated that motivational factors are used toward the employees as a way to realize the expected results. Three respondents have not given a response to this question, while seven respondents have given identical responses and believe that all of the listed manager functions are used for the development of the hospitality and tourism in their organization.

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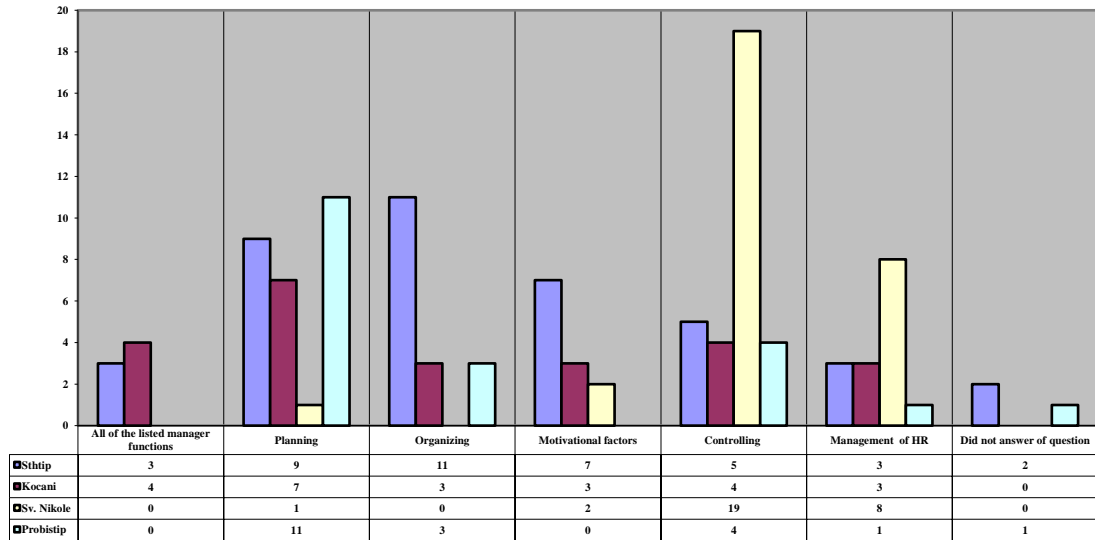


Figure 5: Manager functions are used for the development of the hospitality and tourism in your organization

The responses to the question on which factors influence the development of tourism in Macedonia are the following: the largest influence is from the economic factors and the institutional factors; then the psychological and irrational factors and the natural and anthropogenic factors as well, shown on Figure 6. Very small number of respondents have stated the technical and social factors. This questionnaire shows us that the employees of the organizations in Sv. Nikole believe that the most influential factor on the Macedonian tourism development has an institutional character. One respondent believes that all factors influence the Macedonian tourism development.

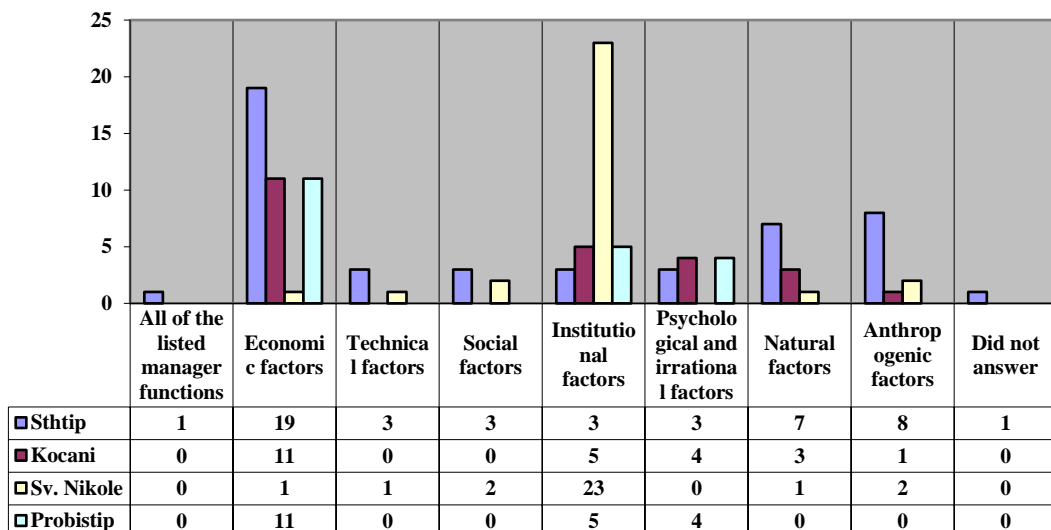


Figure 6: Factors that influence the Macedonian tourism development

The opinions on the employees in relation to the application of different forms of animation, which consequently influence the development of hospitality and tourism, is that their application has a significant influence, but none of the respondents have listed the forms of animation that they use most (Figure 7).

Two respondents have stated that they use commercials, but that is not part of animation, it is from the segment of organization's promotion.

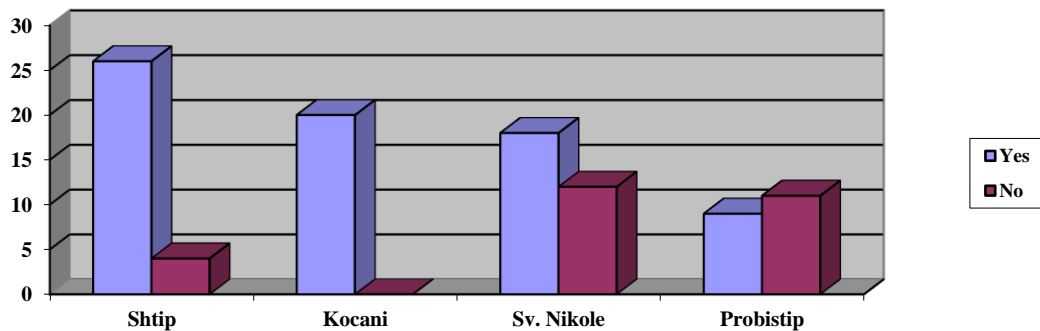


Figure 7: Does the application of different forms of animation influence the development of hospitality and tourism in Macedonia?

5. CONSLUSION

It can be concluded from this paper that in the hospitality and tourism industry the quality of the services should be the strategic aim of the company, and the management has to work on its constant development. The management should especially work on the active participation of the employees in the processes of decision-making. It should also provide additional training and workshops for the employees to be able to successfully learn to use the contemporary tools and techniques; and this will also have an overall positive influence over the development of the hospitality and tourism industry. It can be concluded that the quality of the services in the hospitality and tourism industry is a strategic aim of the company and the adoption of the TQM (Total Quality Management) philosophy is the key for success. The practice around the world and in our country as well has shown that a large number of companies have adopted this concept in a very simple way. This means that the company cannot survive on the market without conducting a quality control in all the phases in the process, also without the application of the ISO standards and a complete devotion of the management and the employees. The standardization is a way of working that provides quality. As an imperative in our paper is the importance of the development of the hospitality and tourism industry that is based on the quality of the services. These imperatives create the new class of tourism managers and professionals in this industry that contributes to the improvement of the quality of the services and the satisfaction of the users; it also creates profitable relations in the way to success.

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SOCIO-ECONOMIC IMPACTS OF TRANSPORT INFRASTRUCTURE PROJECTS ON REGIONAL DEVELOPMENT

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ABSTRACT

The paper focuses on the socio-economic impacts of transport infrastructure projects of diverse significance (highways, roads) with different investors. The authors have been dealing in the long run with economic efficiency of large scale infrastructure projects in the Czech Republic in both methodological and factual terms. Investor of the large scale infrastructure projects (highways) is Road and Highway Directorate. Large amount of funds are also spent on regional level within individual regions of the Czech Republic on investment activities related to lower level roads without which the territory and the backbone networks could not function properly. Investors of middle and small infrastructure projects are municipalities. The research activities aimed at creating methodological procedures for socio-economic assessment of transport infrastructure projects at these two different levels. Projects selected for implementation must always take into account a Pareto optimum, respecting the 3E principles and be beneficial for the development of the territory. The research focuses on finding common and distinct sub-processes within the methodological approaches for assessing the socio-economic efficiency of the projects and their impact on regional development. The examined variables are particularly investment costs and socio-economic benefits related in particular to reducing operating costs, travel time and negative externalities. The analysis has been carried out on two data sets, 47 Czech large scale infrastructure projects and 18 small/middle size infrastructure projects implemented in the South Moravian Region. The output is the evaluation of the socio-economic impact of the new/reconstructed transport infrastructure projects on the investigated territory.
Keywords: *Regional development, socio-economic impact, transport infrastructure project*

1. INTRODUCTION

Transport infrastructure is one of major factors of regional development, as it provides connection between people and economic entities in the area, thus allowing territorial division of labour and contributing to socio-economic development (RDS, 2006). Transport infrastructure constructions are, according to the Building Act (Act 183/2006 Coll.), constructions of roads, railways, waterways, airports and related facilities. The authors of this article have long been involved in monitoring the economic efficiency of road projects. The research is focused on projects of the main and global TEN-T network segments (large-scale transport infrastructure – LSTI projects), where the investor is the state organization of the Road and Motorway Directorate (RMD) and, at present, also the regional projects (small/middle transport infrastructure – SMTI projects), which are funded by the regional budgets. For this activity, they have set up their own contribution organization the Road Administration and Maintenance.