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20

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TOURISM  
IN FUNCTION OF DEVELOPMENT  
OF THE REPUBLIC OF SERBIA

Tourism and Rural Development



THEMATIC  
PROCEEDINGS

I



UNIVERSITY OF KRAGUJEVAC  
FACULTY OF HOTEL MANAGEMENT  
AND TOURISM IN VRNJAČKA BANJA



**The Fifth International Scientific Conference**

**TOURISM IN FUNCTION OF  
DEVELOPMENT OF THE REPUBLIC OF  
SERBIA**

**Tourism and Rural Development**

**Thematic Proceedings**

**I**

**UNIVERSITY OF KRAGUJEVAC**

**FACULTY OF HOTEL MANAGEMENT AND TOURISM  
IN VRNJAČKA BANJA**

**Vrnjačka Banja, September 3-5<sup>th</sup>, 2020**

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**Tourism and Rural Development**

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## FOREWORD

The Faculty of Hotel Management and Tourism in Vrnjačka Banja organized the fifth International Scientific Conference "*Tourism in Function of the Development of the Republic of Serbia – Tourism and Rural Development*" that was held in Vrnjačka Banja from September 3-5<sup>th</sup>, 2020. For the purpose of this year's Conference, 60 scientific papers were submitted by 113 participants coming from Russia, Slovenia, Tanzania, Croatia, Romania, North Macedonia, Montenegro and Serbia.

The Conference is organized in the function of exchanging ideas and experience of the participants coming from Serbia and abroad for the purpose of future tourism development, with the special emphasis given to the rural economic growth and social change of the Republic of Serbia and other countries due to its complementarity with other economic activities.

The Thematic Proceedings are published in two volumes, and will be available to a wider audience, scientifically and practically focused on tourism-related multidisciplinary issues.

Publishing of Thematic Proceedings was financially supported by the Ministry of Education, Science and Technological Development of the Republic of Serbia.

Vrnjačka Banja,  
September, 2020

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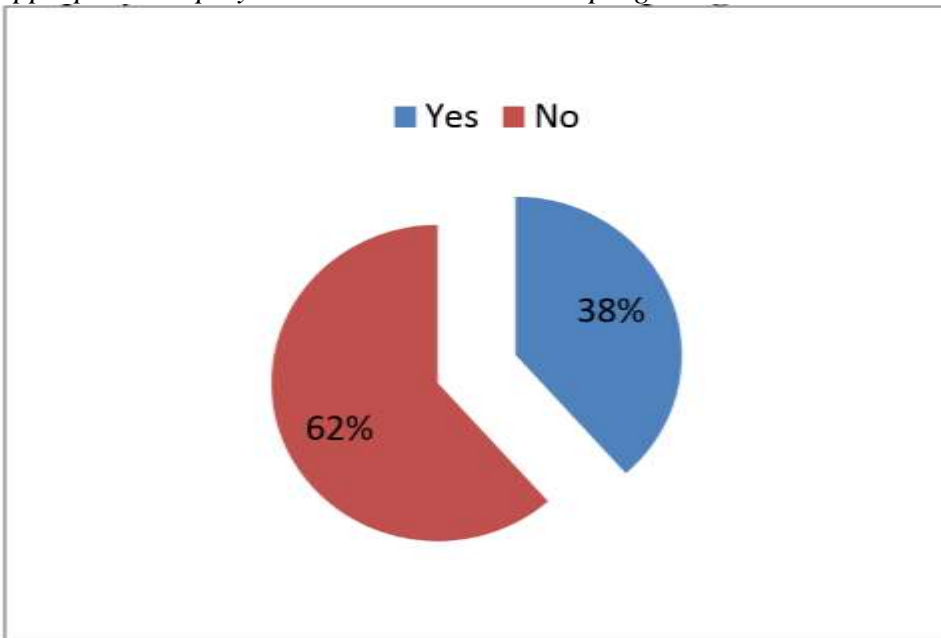
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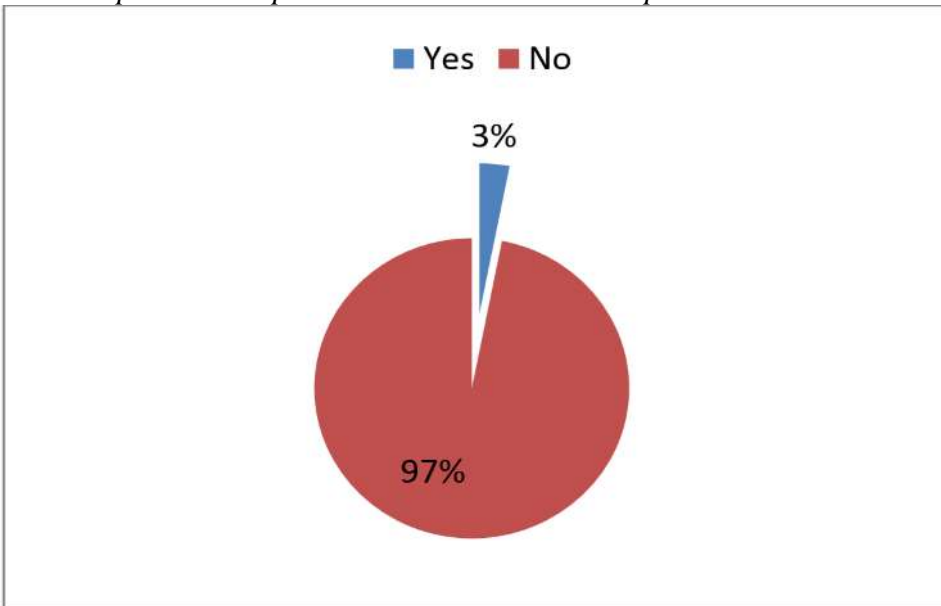
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Figure 9: Graph showing the results of the question - Do you implement appropriate employee motivation and reward programs?



Source: *Own Research*

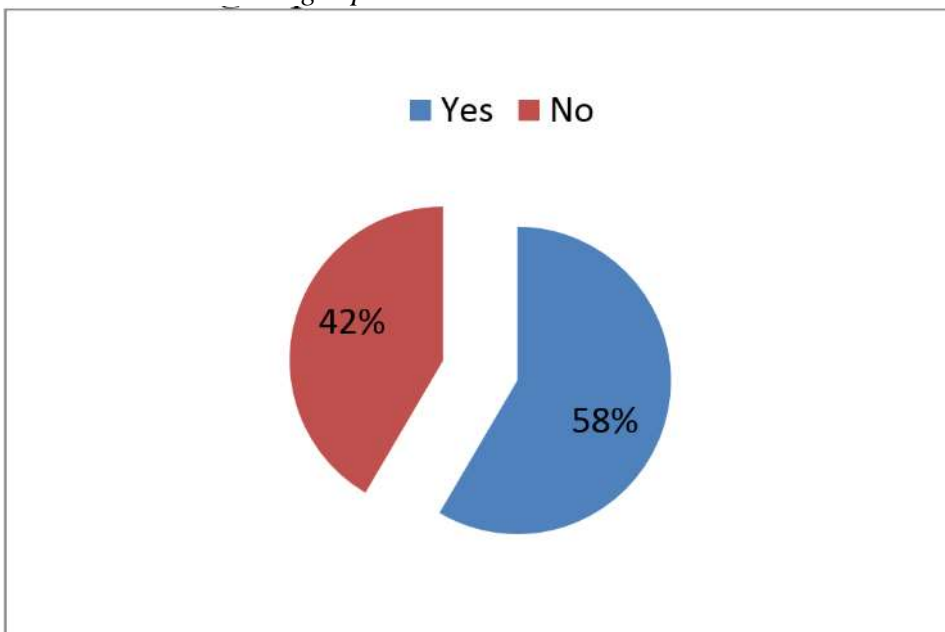
Figure 10: Graph showing the results of the question - Does your company have a separate workplace or human resources department?



Source: *Own Research*

To the tenth, the last question - Do you need a human resources manager position ?, most of the surveyed 38 entrepreneurs (58% said they needed a human resources manager position and 27 entrepreneurs (42%) consider that they do not need a position as a human resources manager Figure 11 graphically shows the answers received.

Figure 11: Graph showing the results of the question - Do you need a human resources manager position?



Source: *Own Research*

### **Conclusion**

The small and medium-sized enterprises are the drivers of inclusive economic growth in the Republic of N. Macedonia and the creation of productive and sustainable jobs. Contemporary and dynamic operating conditions are challenging for small and medium-sized enterprises and force management to introduce transformational changes in order to adapt quickly to the changing world markets and global competition. Effective and efficient enterprise management involves implementing an employee management strategy (Bardarova et al., 2018, p. 525).

The new conception of SME development is linked to human resources as the driving force behind economic growth. Adaptive leadership as the

leadership of the future can respond to the challenges of modern business by creating quality tourism service in the future (Bass & Avolio, 1994, p. 71).

Only a well-motivated human resource can create a quality tourist offer. Human resources are an essential competitive factor in the relentless worldwide market for products and services (OECD, 1990). Effective, rational, modern and flexible human resource management in tourism depends on an effective HR policy, a rational HR planning system, and flexibility in monitoring human resource development.

The main goal of human resource planning in tourism is to achieve greater productivity. This means creating new jobs by respecting the needs of employees.

Human resource planning is linked to the business strategy of work, and is implemented on the basis of job needs, demographic trends and the age of existing employees. In order to understand the management's awareness as well as the need for planning, the methods of planning and implementation of human resource planning in the field of tourism in the Republic of N.Macedonia, a practical research was conducted.

The results of the research confirm the hypotheses set:

Hypothesis No. 1 – The Small and medium-sized enterprises in the field of tourism in the Republic of N.Macedonia need human resources planning;  
Hypothesis No. 2 – The Small and Medium-Sized Tourism Enterprises in the Republic of N.Macedonia do not plan for human resources needs, ie do not develop a human resource plan, human resource planning.

The obtained results imply that the application of the human resources planning process in tourism depends on the availability of educated human resources who will be informed and educated about the process and methods of human resources planning in tourism.

The balance between the market, tourism development and education is a challenge for economic policy makers on which strategic development at national level depends.

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