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SIGNIFICANCE AND STATE OF THE MANAGEMENT AND PERSPECTIVES OF THE WORK OF THE TOURIST-CATERING ENTERPRISES IN R. NORTH MACEDONIA

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***Abstract:** The crucial role or significance of management in R. North Macedonia, and thus the managers, consists in the fact that they lead the company in the field of tourism and catering towards achieving the goals in the most efficient and effective way. Each company has a specific goal for which it exists, and the management has the responsibility to exploit them and to combine organizational resources in the most optimal way, thus achieving the company's goal.*

***Key words:** Management, tourism, catering, tourism - catering companies*

Introduction

The management moves the corporation in the direction of achieving the goals by pointing out the activities that the members of the company are obliged to perform. Insofar as such activities are largely creatively and creatively determined, the productivity of each employee will be a contribution to achieving the goals of the tourism and hospitality company. Management seeks to motivate individual activities that will lead to the achievement of organizational goals, and to discourage and disable those activities that may hinder the achievement of goals. The connection between management and goals can best be expressed through the following statement: "There is nothing more important for the management process than achieving goals. Management has no meaning separate from the goals to be achieved.

1. The management and its significance for the operation of the enterprises in the field of tourism and catering in the Republic of North Macedonia

It can be pointed out that there is no management without clearly defined goals that need to be achieved, and the management determines the path through which they will be reached. Considering that it is not a seed which path will be chosen, it can be pointed out that the management has a key role. Management is very important because it depends on the existence of the tourist - catering company and its activity, which is very important, both for a national economy and the Republic of North Macedonia, and more widely. In modern society, which is industrially developed, complex technologies dominate and the organization is the one that connects people, knowledge and raw materials to perform tasks that no individual can perform alone. It can be pointed out that management is a very important, and often crucial factor for successful business in modern turbulent working conditions. In this connotation, the importance of professional management is especially emphasized. This means in particular that professional management is not performed by the entrepreneur (owner of the capital), but professional managers are engaged here. Peter Drucker believes that in today's turbulent business environment, management is the basis and factor for a successful business of any company, especially in tourism. It is inevitable that when the company reaches a certain volume of activity. When the entrepreneurial management system should be switched to professional management, the critical point is 300 – 1000 employees, depending on the degree of complexity and diversity of its work, as well as the ability of the

entrepreneur (Drucker, 1973). The main preoccupation of managers is to ensure the growth and development of the company, which means to achieve its business and development goals.

The importance of the management in tourism and catering lies in the need for efficient functioning of the tourist enterprise in R.North Macedonia. This means, in particular, that the goals are achieved in an effective and efficient way. The efficiency is the degree to which the tourist-catering enterprise achieves the set goals. In fact, it means whether the company succeeds in achieving the goals set in advance, or it means providing tourism products and services that consumers will evaluate. From the above, it can be pointed out that the effectiveness is the achievement of the tasks of the company qualitatively and quantitatively, including the characteristics of the highway, ie. final results. It depends on a number of factors:

1. Specification of tourism - catering products and services;
2. The quality of tourist products and services;
3. Security of the operation of the tourist-catering enterprise;
4. Availability of tourism products and services and
5. Flexibility of the tourist-catering enterprise.¹

The efficiency of the tourism and catering enterprise is related to the spending of resources in achieving the goals. In assessing the efficiency, the amount of raw materials, money and people needed to obtain the predetermined volume of output is taken into account. Or efficiency can be calculated by the amount of resources used to obtain the end result. Based on what has been said so far, efficiency is a proportion of the total organizational resources used and the final results achieved. Measures used to indicate the efficiency of the transformation: output (product /service) per employee, utilization (utilization) of capacity, costs per unit of product, turnover ratio and the like. It can be pointed out that the tourist enterprise should be effective and efficient at the same time, and that results from the effectiveness and efficiency of the managers. In order to get a clearer picture of effectiveness and efficiency, the following table lists.

EFFECTIVENESS to do real things getting results profit is required EMPHASIZED EXIT – output	EFFICIENCY things to be done properly performance of duties cost reduction EMPHASIZED ENTRY – input
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Source: Dr. Gabriela Rakicevic: "Management in Tourism and Hospitality", Ss. "Kliment Ohridski" – Bitola, Faculty of Tourism and Hospitality - Ohrid, Ohrid, 2002.

Table 1. Efficiency and effectiveness

Based on the data in Table 1, it can be noted that the efficiency could be treated as an internal, and the effectiveness as an external problem of the tourism - catering company. More specifically, efficiency is a consequence of changes in the corporation itself, and effectiveness is a result of changes that arise from the firm's relationship with the environment in which it exists and operates.

¹ Daft, L., R., Marcic, D., (1977), Understanding management. The Dryden Press, 11.

The importance of management in tourism and hospitality in the Republic of Macedonia is seen in its wide practical application for which there are many examples: starting from different types of managerial functions, industries and sectors, consulting and scientific meetings, textbooks, individual business functions, new concepts and similar.²

2. The state of management in the tourism - catering enterprises in the Republic of North Macedonia

The development of science and technology in every business entity, and thus in the Republic of North Macedonia, requires permanent changes. In modern turbulent working conditions it is impossible to live without change. The step with the competition should be maintained, because the passivity of the business entities in the field of tourism and catering will be sanctioned. A well-known American management analyst commented: "I work from Monday to Friday to keep up with the competition. I work on Saturdays and Sundays to beat the competition."³

Modern management in tourism and hospitality is not just a competition with the competition in the provision of tourism services, quality and other elements of operation. At the same time it is a struggle of minds, initiative, courage, organizational skills and more. The managerial revolution shows that it had a decisive influence on the development of capitalism, and the history of management that the phenomenon of instability is placed in the foreground, both of the organization and of the managers. In other words, some businesses fail, others emerge. The winners are usually the most educated, capable and visionary managers who are able to predict the development of events and have a feeling to reduce the negativity of their company in the field of tourism and hospitality. Modern management in tourism and hospitality, but also future management requires knowledge and skills in management, strategic and tactical maturity. Modern managers in tourism and hospitality have completely eliminated the stereotype of work, influences outside the environment, passivity and haste. Managers need to think faster than others. It is a general endeavor of the manager in tourism and hospitality to beat the competition with knowledge, skill and ability.⁴ The management of the enterprises in the field of tourism and catering in the Republic of Macedonia has its own specifics and characteristics, which arise from the last Yugoslav socialist system. They are the following:

1. **Decision making by intuition.** In our conditions, similar to the developed world, the management in tourism and catering has a decisive influence on the mobilization of all factors of production, i.e. providing tourist services. Namely, the decision-making power is still in the hands of the general manager, both for initiating strategic analyzes (33%), for

² Types of managers: Chairman of the Board of Directors, General Manager, Assistant General Manager of Commerce, Assistant General Manager of Production, Assistant General Manager of Finance, Assistant General Manager of Administrative and Legal Affairs, Assistant General Manager of Development, Marketing Manager, Manager of sales and more.

Industries and sectors: management in industry, management in tourism, management in sports, management in health and the like. Textbooks: marketing management, tourism and hospitality management, banking management and others.

Conferences: management in tourism, management in education, management in agriculture and the like. Individual business functions: marketing management, human resource management, production management and more.

New concepts: quality management, information systems management, logistics management and the like.

³ Radosavljević, Z., How to become a successful entrepreneur and businessman, Business and management, Tourist Printing House - Belgrade, BEST Marketing Agency - Belgrade, Belgrade, 1991, pp. 33.

⁴ Ibid., pp. 35.

purchasing new equipment or changing the activity (divided by a board of directors in 45% of cases), as well as creating a new or permanent job (even in 77% of cases). Similar to the situation of the former self-governing socialist system, in the decision-making process the managers have the greatest power, with the difference that in the past the formal decision-making body was the Workers' Council, and today its role is taken over by the Board of Directors, which is undoubtedly a positive shift. to competent decision making. It seems that intuition in decision making still prevails. The decision-making procedure for strategic or operational decisions is almost unified in the tourism-catering enterprises and usually takes place in relation: proposal of the general manager, decision of the board of directors together with the expert board in the first case, ie general manager with the managers of the sectors in the second case. From the researches of the changes in the organizational structure of the tourist-catering enterprises, as well as from the way of their reaction to either the external or internal influences, a conclusion was made about their age. The predominant preoccupation of the management is towards the internal problems of the organizations. In 52% of cases it is the problems of managing people. In second place are the problems with control (28%), while the last are the financial problems.

2. **Self-sufficiency and complacency.** In the Republic of North Macedonia, the competitive spirit is low (understood as expanding and reacting to the external perspective), which is more evidence of the self-sufficiency and complacency in which organizations that have passed the zenith and are in the early or late bureaucratization phase usually fall. Because there is low organization in Macedonia, managers are rightly turned to internal problems. Internal problems are so complicated that the managerial orientation towards them may be completely justified. However, this situation is also an argument more in favor of the thesis of the age of tourism companies, which according to this knowledge are in the last phase of the life cycle of the so-called politicized organization.

3. **Closed circle information.** The negative sign of such an attribute results from the following:

- Informing about the (dissatisfaction) of the users of the products, the services is done with direct contacts with them, but it is done occasionally or as needed.
- No one is specifically responsible for monitoring and informing the tourism - catering company about the situation in the environment (eg for innovations in equipment capital, new technologies, new forms of business organization, competition monitoring, etc.).
- The information of the management structures within the organization in 40% of the cases is provided through meetings that are held as needed, in 11% of the cases in informal contacts, and only 2% through the information system of the tourist enterprise, while combined in 23 % of cases.

From all the above in terms of information, it can be concluded that it is extensive, inaccurate and irresponsible of organizations in understanding the importance of information.

4. **Indolentness towards knowledge.** As is well known from the theory of organizations, mature companies have to decide on the future, relying on outdated equipment, classic travel services and people who are also outdated, which are certainly problems that young companies do not have. The neglect of the vital resource in the organizations (managers and employees) is evident on the one hand, and on the other hand the complexity and scope of the problems that managers have to face, either internally or externally. This, of course, calls into question the possibility for managers to overcome those problems with such an indolent attitude towards knowledge and further education, which is contrary to the modern world. When asked what successful decisions Macedonian managers

have made recently, they cite decisions that mainly relate to solving external problems such as: secured placement of services, successful procurement of raw materials, introduction of a new tourism product and the like. The struggle for survival forced them to turn to the problems of the environment, which culminated in a short period of time with drastic changes and limitations. Almost without exception, they stressed that they do it in an information vacuum.

5. **Flexible management style.** Macedonian managers point out that the shift from an autocratic to a flexible management style is evident. The first sprouts of entrepreneurial spirit are already noticeable in individuals.

Conclusion

The importance of management in tourism and hospitality in the Republic of Macedonia is seen from its wide practical application for which there are many examples: starting from different types of management functions, industries and sectors, consulting and scientific meetings, textbooks, individual business functions, new concepts and similar.

Its importance is reflected in the basic characteristics of management:

1. Management is a permanent activity, because the tourism - catering companies are established permanently and are in order to meet the needs of visitors.
2. Management is a continuous process, because within it are solved the problems that the tourist enterprise faces in the entire continuity of its existence.
3. Management is a dynamic process, why the working conditions inside the tourism company, and in its environment are permanently changing.
4. Management is a prerequisite for the survival, growth and development of the tourism enterprise. It is not exhausted only by making decisions in the field of management, but also incorporates activities for the implementation of those decisions and responsibility of the management for effective and efficient use of available resources.
5. Management is the process of integrating and directing the individual factors that are necessary to carry out activities. Namely, the management integrates all available resources in the overall business system in order to achieve the goals of the tourism - catering company.
6. The management enables flexibility of the tourist corporation of the developments in the environment, but also actively acts on them. It aims to minimize the actions of environmental factors, and to optimize their positive impact.

In the future, the management in tourism and catering in R. Macedonia, and beyond, will gain even greater importance for the following reasons:

- development of science and technology;
- increasing the dynamism of the environment;
- internationalization of tourism - catering companies;
- increasing the competition in tourism;
- acceptance of market laws in the countries of real socialism;
- ideological aspects and the like.

The development of science and technology in every business entity, and thus in the Republic of North Macedonia, requires permanent changes. In modern turbulent working conditions it is impossible to live without change. The step with the competition should be maintained, because the passivity of the business entities in the field of tourism and catering will be sanctioned.

Modern management in tourism and hospitality is not just a competition with the competition in the provision of tourism services, quality and other elements of operation. At the same time it is a struggle of minds, initiative, courage, organizational skills and more. The managerial revolution shows that it had a decisive influence on the development of capitalism, and the history of management that the phenomenon of instability is placed in the foreground, both of the organization and of the managers. In other words, some businesses fail, others emerge. The winners are usually the most educated, capable and visionary managers who are able to predict the development of events and have a feeling to reduce the negativity of their company in the field of tourism and hospitality. Modern management in tourism and hospitality, but also future management requires knowledge and skills in management, strategic and tactical maturity. Modern managers in tourism and hospitality have completely eliminated the stereotype of work, influences outside the environment, passivity and haste. Managers need to think faster than others. It is a general endeavor of the manager in tourism and hospitality to beat the competition with knowledge, skill and ability. Tourism in the XXI century will change substantially worldwide, and thus in the Republic of North Macedonia. Visitors will be older and will seek to meet the needs at a higher level. Management will be more person-oriented and more professional. In any case, the same will be appreciated as before: good tourist product, quality service, good atmosphere and environment, great hospitality and animation of the visitors during their tourist stay.

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