

## MEANING AND STATE OF MANAGEMENT IN TOURISM COMPANIES AND ITS PERSPECTIVE

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**Abstract:** The crucial role or importance of management in the Republic of North Macedonia, and thus managers, consists in leading the company in the field of tourism to achieve the goals in the most efficient and effective way. Each company has a certain goal for which it exists, and management has that responsibility to exploit and combine organizational resources in the most optimal way, thus achieving the company's goal. Management is moving the corporation towards achieving the goals by focusing on the activities that company members are obliged to carry out. If such activities are largely creatively and creatively defined, the productivity of each employee will contribute to the achievement of the goals of the travel company.

**Key words:** tourism, tourism industry, goals, profitability, hospitality

### INTRODUCTION

Management seeks to motivate individual activities that will lead to the achievement of organisational goals, while and to discourage and disable those activities that will eventually prevent the achievement of goals. The link between management and goals can best be expressed through the following finding: "There is nothing more important to the management process than achieving the goals. Management has no meaning separate from the goals to be achieved. The link between management and goals can best be expressed through the following finding: "There is nothing more important to the management process than achieving the goals. Management has no meaning separate from the goals to be achieved. Based on the above, it can be noted that there is no management without clearly defined goals to be achieved, and management defines the roads through which it will reach them. Since it is not every time it is selected, it can be noted that management plays a key role. Management is very significant because it depends on the existence of the tourism company and its activity, which is very important, as for a national economy such as the Republic of North Macedonia and beyond.

### State of management in tourism companies in the Republic of North Macedonia

The development of science and technique in each business subject, 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 competition should be maintained, as the passivity of business subjects from the field of tourism and hospitality will be sanctioned. A well-known US management analyst on the matter made the following comment: "Monday to Friday I am working to keep up with the competition. Saturday and Sunday I work to beat the competition." Modern management in tourism and hospitality is not just a competition with competition in providing tourist services, quality and other elements of operation. At the same time, it is a struggle of minds, initiative, courage, organizational skills and more. The management revolution shows that it has had a decisive impact on the development of capitalism, and the history of management that a phenomenon of instability, both the organization and managers, is at the forefront. In other

words, some business subjects fail, others occur. The winner is most often the most learned, capable and visionary managers who are able to predict developments and feel like reducing their company's negativity from the realm of tourism and hospitality. Modern management in tourism and hospitality, but also future management requires knowledge and skill in management, strategic and tactical maturity. Modern managers in tourism and hospitality have completely eliminated the template way of working, influences outside the environment, passivity and haste. Managers should think faster than others. It is generally the manager's efforts in tourism and hospitality to beat competition with knowledge, skill and ability. Management in tourism and hospitality companies in the Republic of Macedonia has its own specificities and characteristics, resulting from the past Yugoslav socialist system. They are as follows:

**Deciding by intuition.** In our conditions, similar to the developed world, tourism and hospitality management has a crucial impact on mobilising all factors of production, i.e. providing tourist services. Namely, the decision-making power remains in the hands of the General Manager, both for initiating strategic analyses (33%), to procure new equipment or change activities (divided by a board of directors in 45% of cases) and creating a new or permanent job (even in 77% of cases). Like the state of the former self-governing socialist system, the decision-making process is the greatest power of managers, with the difference that the formerly formal decision-making body was the Workers' Council, and today its role is taken over by the Board of Directors, which is without doubt a positive shift towards competent decision-making. Intuitiveness in decision-making still seems to prevail. The procedure for deciding on strategic or operational decisions is almost unified in tourism and catering companies and usually takes place on a relationship: a proposal by the General Manager, a decision of the board of directors together with the professional college in the first case, i.e. general manager with sector managers in the second case. Од истражувањата на промените во организационата структура на tourism and catering companies, as well as the way they reacted to external ones, whether internal influences, came to a conclusion about their age. The predominant preoccupation of management is towards the internal problems of organizations. In 52% of cases, human management problems are. Second place is control problems (28%), while financial problems are highlighted as the last.

**Satisfaction and selfsatisfaction.** In the Republic of North Macedonia, the competitive spirit (seen as expanding and responding to the external perspective) is low, which is more evidence of complacency and complacency in which organizations that have passed zenith usually fall and are in the early or late bureaucracy phase. As there is low organization in Macedonia, managers are rightly turning to internal problems. Internal problems are so complicated that managerial orientation towards them may be completely justified. However, this situation is also an argument more in favor of the thesis on the age of tourist companies, which according to this knowledge are at the last stage of the life cycle of a so-called politicized organization.

**Closed-circuit information.** The negative sign of such an attribute stem from the following: A) Information about (non)satisfaction of users of products, services are performed with immediate contact with them, but this is done occasionally or as needed. B) No one in particular oversees monitoring and informing the tourism and hospitality company about the state of the environment (e.g. innovation in equipment capital, new technologies, new forms of organization of operation, monitoring of competition and the like). C) Information to management structures inside the organization in 40% of cases is provided through meetings held as needed, in 11% of cases in informal contacts with each other, and only 2% through the travel company's information system, while combined in 23% of cases. From all of the above in terms of information, there is a finding of its extensiveness, update and irresponsibility of organizations in understanding the importance of information.

**Indolentness to knowledge.** As is known from the theory of organizations, mature companies should decide the future, relying on outdated equipment, classic allocation of tourist services and people who are also with outdated knowledge, which are certainly problems that young companies do not have. The neglect of the vital resource in organizations (managers and employees) on the one hand is evident, and on the other hand the complexity and scale of the problems managers need to face, whether internally, or externally. This certainly calls into question the possibility that managers will overcome these problems with such an indolent relationship to knowledge and conformity that is contrary to the modern world. When asked what successful decisions Macedonian managers have made lately, they cite decisions that mainly concern solving external problems such as: secured service placement, successful raw materials procurement, introduction of a new tourist product and the like. The struggle for survival forced them to turn to the problems of the environment, which culminated in a short period with drastic changes and restrictions. Almost without exception, they stressed that they do so in an information vacuum.

**Flexible management style.** Macedonian managers point out that the shift from autocratic to flexible management style is evident. The first niches of entrepreneurial spirit in individuals are already observed.

**Preparedness for risk.** Readiness for taking risks is highly expressed. Relations between managers and employees are rated as currently good, although such an assessment should be taken with reservation, as it is often noted the relationship of owners and individual businesses to employees as if they were in the initial capital accumulation phase. Such an entrepreneurial spirit is present not only to individual businessmen but also to all employees involved in the decision-making. There is also a greater loyalty of employees to company owners through relative low fluctuation and absenteeism, although this may be an indicator of a yet undeveloped market structure, i.e. insufficiently expressed opportunities for fluctuating employees.

### **Perspective on the work of tourism and hospitality companies in the Republic of North Macedonia**

Tourism is one of the few success stories of today. It is a relatively new social economic phenomenon. It occurs to a certain degree from the development of the underlying factors that condition it and is the result of total social economic development. In highly developed tourism countries, tourism has primary significance, due to the amount of revenues generated. Tourism no longer falls within people's luxury needs, but has the character of primary human needs, taking on the fact that people's psychophysical condition is improving, they seek to make better use of leisure. Today, more than a billion people are thinking about where and how to use their annual vacation, how to organize a trip to the country they want to travel to, the people they want to communicate with, and what is a calorific of presented tourist maps and prospectuses. As a reality of such reflections, the desires of the modern tourist to get something new remain, to enrich their knowledge, to pierce the membrane of the distant horizon and experience the landscape world, and to live in it, should feel it as it imagines it. Eventually, he decided and, entering tourist flows, became a visitor. As such, he will experience his travel, stay and satisfaction, and what impressions he will bring depends primarily on tourist workers. Predicting the future and training of human resources and hospitable service are an inevitable responsibility of top management. Top managers should prepare their companies for future challenges and opportunities. Change is the biggest constant they face. Those who are not preparing for the future will not be able to inherit it either. What the future will bring remains to be seen. In any case, there will be changes. The Republic of North Macedonia is no exception. It can be noted that tourism is now one of the largest businesses in the world. For these reasons, the republic of Macedonia is also dominated by the understanding that tourism development should be intensified. In this way, it can be more equally involved in international economic

relations. Whether the Republic of North Macedonia succeeds or not will depend on whether we all know how to take advantage of our own comparative advantages. The undeniable fact is that tourism has polyvalent significance and is a multiplier of the economic landscape. Since our country has natural, material and human factors for tourism development, which are underused, it is considered that special attention should be paid to this issue. Today's way of working in tourism usually takes place in the following order: the company begins to offer basic services – a sleep and rest area (Days Inn) to be competitive the tourism company will offer more amenities - telephone lines in the rooms, cable TV, swimming pools, room service, tourist animation and the like, and companies will start giving new benefits and lures, to increase the commodity of visitors. Restaurant services will develop in the same model. Those tourism and catering companies in the world and in the Republic of North Macedonia that have improved in the quality of the services they offer have succeeded and succeeded. In the 1970s, the better was about better ambition and décor. In the 1980s, it better meant offering better meals, drinks better services, hospitality. Today, the presence of all the above qualities means better. This means that today's visitors demand much more than the amount of money itself. Foreign visitors are ruled by the syntagma "value for money", while in domestic countries "how much money so much music". The more chooseable and sophisticated tourism demand underlines the need for intangible, psychological elements of tourism workers. The human factor, staff culture and their educational and vocational training are sincerely pleased to serve visitors, becoming a significant factor of effectiveness and a decisive moment in attracting consumption of tourist services. Today's turbulent management conditions have been significantly changed. Tourism is entering a period of transformation, in which only those who manage better and provide better services will survive. At the top will be only the most capable, the most combative who not only know but will be able to realize the activities in the best possible way. Such a finding also applies to tourism and catering companies in the Republic of North Macedonia. However, one thing should be mentioned that will not change, which is the hierarchy of human needs. The maslova, the hierarchy of needs, is very good. Its model will be more applicable and affected than it is today. In this case, it can be found that there is a hierarchy in meeting these needs. The modern Tursti-catering company will be a subject that contributes to facilitating social interaction and providing new experiences. The winners of modern tourism and hospitality will be hospitable hosts who will be able to animate visitors with early programmes from the field of sport and recreation, cultural and fun life and excursions and walks. They will motivate and entertain visitors and make their tourist stay more content. Abundant food will not be as important as interesting food. Fast service will not be as important as personal service. This means, in particular, that the holders of the tourist offer will be fully committed to visitors individually. As for the hotel room, what is outside the doors and windows will be more interesting. In particular, twenty-four hours of animation of visitors. Hospitality as a accommodation segment will have more refuges. In the business world, the placement of the principle of time-determined use of catering facilities will be more current. The restaurant segment will have a number of exclusive restaurants, a more hospitable restaurant service, fewer family restaurants, and reduce the intensity of development of fast food restaurants, i.e. fast food restaurants will be popular for transit travelers. Restaurants offering animation for guests, extremely prepared and presented dishes with animation activities will be very active, all woven with hospitality. This means that the consumables will choose restaurants that will be recognized and respected, welcomed and referred to by name. All restaurant facilities will train their staff for such a service. The menu will contain smaller meals, but fresher and richer with nutrients. The consumables will require greeting food, which will at the same time satisfy their taste and smell. Creative chefs will be particularly appreciated and sought. The restaurant will employ people who will not panic because of an intinely resulting ingredient. Capable individuals who will be able to create new visual effects, taste and composite combinations using the usual ingredients

(now known as chefs) will more often work as consultants and part-time for other business units. One of their basic obligations will be training other workers. In the background of catering companies, there will be a decrease in the intensity of the work invested. Staff who have direct contact with guests, the technology has reduced the intensity of the work put in. Staff who have direct contact with guests (hosts, those serving, receptionists, bartenders, etc.) will be virtually unchanged. Greetings, accommodation, service and attention to guests will be things that will continue to be informed by tourism workers.

The general impression is that there is a lack of a global concept for tourism and hospitality development in Macedonia, adequate economic policy, especially the development policy of complementary activities that should send its development. The trend, which began towards the end of the last century, is expected to continue, i.e. improve traffic performance, to acquire the right to use the annual holidays of employees and students on several occasions (in installments), to have a huge development of the tourist offer, to intensify the development of tourist propaganda and to open a number of turoperators and travel agencies that are engines of dynamic tourism development. Tourism companies worldwide, and thus in the Republic of North Macedonia, have begun to reduce the number of members of management teams. They began to give dismissal solutions to middle-level managers. The highest-level executors found it easier to manage with the help of new computer technology, which would effectively provide the necessary information. For large tourism companies, a pyramid organisational structure is common – more employees at the initial (lowest) management level, a smaller group of middle-level managers, and only a few top managers. The basic level for training top managers is the middle management level, and the basis for training middle-level managers is at the age of 40, which means there is not much room for rapid progress. In other words, this indicates the fact that if they work well, they will continue to retain their managerial positions. The opportunities to improve today's young managers from the lowest levels are disheartening. Today's top managers are at the top of their careers, and it is difficult to believe that they will easily give it up. Managers in this century will be very noticeable, and there will often be cases of owner managers. Tourism in the 21st century will change substantially worldwide, and thus in Republic of North Macedonia. Visitors will be older and will seek to meet higher-level needs. Management will be more focused on the person and more professional. In any case, the same as before will be appreciated: good tourist products, quality service, good atmosphere and environment, huge hospitality, and animation of visitors during their tourist stay. In this context, from the point of view of Zlatko Jakovlev, animation is a blend of sports-recreational, cultural, and fun and outgoing content and activities, which motivate visitors to actively and dynamically participate in them during the tourist stay. This plot includes preparation, content, and effects of activity.

## **CONCLUSION**

The importance of management in tourism and hospitality in the Republic of North Macedonia is seen by its wide practical application, for which there are several examples: starting with differential types of managerial functions, branches and sectors, advisories and scientific gatherings, textbooks, individual business functions, new concepts and the like.

Its meaning is also reflected in the basic characteristics of management:

1. Management is a permanent activity, because tourism and catering companies are formed permanently in order to meet the needs of visitors.
2. Management is a continuous process, as it solves the problems the tourism company faces throughout the continuity of its existence.
3. Management is a dynamic process, why the conditions of operation inside the tourist company, and in its surroundings change permanently.
4. Management is a prerequisite for the survival, growth, and development of the tourism company. It is not only exhausted by decision-making from the management

domain, but also incorporates the acquisition of activities to implement those management decisions and responsibility for the efficient and efficient use of available resources.

5. Management is a process of integrating and targeting individual factors, which are necessary to carry out activities. Management integrates all available resources

6. Management provides flexibility to the tourist corporation of the events in the surrounding area, but also actively acts on them. It insinuates minimizing the actions of the factors of the environment, while optimizing their positive impact.

In the future, tourism, and hospitality management in the Republic of North Macedonia, and more broadly, will gain even greater importance for the following reasons:

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

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Manuscript received: 26.04.2024  
Accepted: 27.05.2024

International Journal of Economics, Management and Tourism  
Vol 4, No. 1, pp. 116-122  
Online: ISSN **2671-3810**  
UDC: 338.486.2:005.2/.3(497.7)

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