



MANAGEMENT IN THE FIELD OF TOURISM

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Abstract

Topic of this paper is human resources management in tourism with the aim of increasing the quality of products and services and achieving greater economic effects and competitiveness on the tourist market. Whereas products and services in tourism highly depend on quality human labor, the task of human resources management is to ensure high quality man labor, and encourage it by motivation, education as well as with the possibility of career advancement to maximal efficiency, and retention within the business sector.

Keywords: Tourism industry, hotels, restaurants, staff, management

Introduction

Modern management emphasizes the role and importance of employers as well as psychological factors importance (abilities, aims, motives, expectations) for successful company dealing. Human resource management (HRM) refers to practices and policies that are required so the management operations related to personal questions can be done. This issue particularly refers to employment, training, assessment and rewarding of employers in hotel company, as well as provide secure, ethically acceptable and justly environment for them. Human potential is one of the elements which determine the value of hotel company. It includes and emphasize human importance and knowledge as creative potential for business success of the company, business management, company innovation and consumers' relations. To retain and increase intellectual capital value and overall quality of products and services, hotel companies invest in education, employ qualitative staff, establish the evaluation system for personnel and business outcomes, rewarding and improving quality staff.

Due to the importance of human resources management (HRM) in promoting competitiveness in tourism and hotel industry, this review intend to enhance the understanding of practical issues of HRM more importantly since it involve organizing the management of human resources, with respect to accomplishment of





organizational objective further more it shows that the issues either related to external factors, which include technological change, legislation and regulation, and national culture, globalization, or internal factors including size, industry and sector characteristic and structure of an organization, strategy and past practice of HRM. On the issue of human resources capability training, this research review recommend provision of array of opportunity for capability building and conducive working environment to promote productivity. Also worth considering, employee, employer relationship, Other variables such as attitude and productivity of employees, relationship between employees and employers, increase and decrease in financial assets should be taken into account.

Human potential management unites decisions that have crucial and long-term effects for business behavior and tourism company efficiency. Actually, modern business of tourism companies implies key role of human potentials in configuration and implementation of business strategy, as well as the strategy impact on human potentials management program and strategy. Human potential peculiarity is reflected by human quality. Their specific ability, knowledge and skills determine and limit competitive strategy choice and its successful implementation. Great deal of programs for human potentials development and management, such as constantly education and development, motivation and rewarding are in direct function of successful implementation of applied strategy.

Service quality in hotel industry is crucial for positioning hotel company at market place. Hotel industry is typical for low incomes of employees whose work place is not high rated, high level of job routine and limited possibilities for career improvement, which implies great percentage of those who leave their jobs, especially in countries where finding new job is relatively easy. Hotel companies where leaving job is frequent have weak chances for good market positioning. Therefore, most hotel companies have management that enhancing employees satisfaction, intends to make employees loyalty to the company. This also have positive result on hotel service quality and their consumers' satisfaction. Most hotels have practice to keep highly standardized operative procedures, but without integrative management approach. High competitiveness on global tourist market imposes necessity for constant service quality improvement, as one of the method for better market positioning. Understanding organizational culture role and climate characterized by human resources orientation for providing high quality service in hotel industry, is crucial for hotel performances as well as for employees satisfaction.



In modern organization „human capital” represents overall quantitative and qualitative value of its human resources. This capital is crucial for modern organization due to direct connection with organization performances.

Term human resources implies overall human potentials in specific modern organization:

- Available knowledge and experience;
- Usable abilities and skills;
- Possible ideas and creative achievements;
- Motivation and interest level for achieving organizational goals.

That means that human capital is considered in focus of overall human values and potentials, while management should recognize and activate them in right way, in the direction of goals realization.

Successful hotel industry is impossible without human resources and their potentials. Although all organization resources are important, human resources are the most important. Human resources specificity in tourism comprise in following:– human resources can put in function all intellectual, physical and all other potentials that are available for the company;– make the overall business results greater than individually achieved results;– business results depend on employees and managers motivation as well;– only human can modify vision;– human resources have long-term impact on business dealing;– organization – human resource relation has multiple effect;– human resources have availability to develop;– human resources are connect with all business functions;– human resources investment is more effective than in any other resources. Management functions are responsibility of organization management. Due to that activities, organization manages to achieve desired quality and abilities of the employees, motivated to achieve planned goals and tasks. On the other side, there are employees whose work and behavior are managed, with the orientation to direct their intellectual, physical and other potentials at goals achievement.

HRM in Tourism Industry Human resources are an inseparable constituent of tourism services with a lot of diversity. The tourism industry is a combination of different sectors and each sector has its own specialized requirements in terms of human resources. Even within one sector, there are specializations and sub-specializations. Tourism is intermingled with human resource. Tourism is a service industry and no tourist activity is possible without the involvement of human. In such service operations, the emphasis is on courtesy and efficiency and timely delivery of service and it is assumed that the service in tourism is all smiles and effective communication coupled with knowledge and information. A tourist perceives a





destination by connecting the services he receives, the local behavior and the destination attractions. No tourist can be satisfied without human element in his trip, as for most of the tourist travelling is more about interacting with new people and cultures and not just a tourist site for fun. Some tourists might like a destination due to the human element attached to it while others may not like it due to the absence of it.

Tourism requires human resources like no other industry as it provides services which cannot be pre-checked before their delivery like goods produced on mass scale. The need for HRM in tourism is not to be confined to the skills of the service providers alone but the planners and officials who carry out the plans should be themselves highly trained. At the macro level available educational and training infrastructure and the efforts of Government and private sector are taken into account. On the other hand, at the micro level one takes into account how best the individual organizations manage their human resources. In fact, human resource management and customer's care management are interrelated areas in tourism. Some organisations and destinations are known for their hospitality and human service and called service leaders. Research reported in the area has shown that they have achieved this status through effective management of their human resources.

In the tourism industry human resource management is required mainly for the following reasons:

- Practically every country has adopted a national strategy for employment generation in all the sectors including tourism and job opportunities in tourism have been integrated with economic development.
- Tourism has emerged as a tool for economic development and foreign exchange earnings. Human resource planning and development is vital for ensuring the required amount of quality and standards in hospitality which has now become an important product in tourism.
- Emergence of special forms of tourism like adventure tourism, convention tourism, medical tourism, spiritual tourism etc. has led to the demand for specialized skills which can be acquired and developed through proper human resource management only.
- Tourists have become too demanding and for the tourism industry to survive in this demanding and competitive environment, a higher degree of improvement in skills, training and performance improvement of its manpower is necessary.
- The human resource involved in providing the tourism service, in fact, is a part of the service. The tourists not only observe but also feel the attitude and behavior of the human resource.





Constant need for positioning and repositioning requires constant personnel competence, that becomes the most important resource of hotel company, as great number of authors consider. Tourism companies are faced with very serious problems in employment, developing and keeping of loyal, competent, well managed and motivated personnel, focused on supplying qualitative service to very demanding and critical tourist-guests. Requirement for flexibility and mobilizes of employees is highly indicated in tourism. Flexibility demand is obvious through higher pressure for employees to possess multiple skills combined with different qualifications or combined with specific skills that are generally connect with different qualifications.

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