



IMPORTANCE OF MANAGEMENT FOR THE OPERATION OF COMPANIES IN THE FIELD OF TOURISM

Abstract: The highly intertwined state of today's world is largely attributed to successful management. In this context, management is incorporated into every segment of modern corporations, be it the manufacturing sector, the service sector, education or any other organized form. Hence, the need arises from the great search for competent persons, in order to present the most important key to success. The importance of management is also reflected in the permanent growth of managerial jobs. Those who have proven to have the necessary ability to be successful managers have done well in terms of their qualifications.

Author information:

Gjorgji Petkoski

PhD Student

University "Goce Delchev" - Stip,
Faculty of Tourism and Business Logistics – Gevgelija
✉ gjorgji.petkoski@yahoo.com
🌐 North Macedonia

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Cane Koteski

Prof. Dr.

University "Goce Delchev" - Stip,
Faculty of Tourism and Business Logistics – Gevgelija
✉ cane.koteski@ugd.edu.mk
🌐 North Macedonia

Zlatko Jakovlev

Prof. Dr.

University "Goce Delchev" - Stip,
Faculty of Tourism and Business Logistics – Gevgelija
✉ zlatko.jakovlev@ugd.edu.mk
🌐 North Macedonia

Introduction

When talking about the importance of management for the operation of companies in the field of tourism, it can be emphasized that this research has a scientific and practical purpose. The scientific goal refers to certain theoretical knowledge about the importance of management in order to increase the efficiency and effectiveness of enterprises in the field of tourism and hospitality. While the practical goal is related to a certain implementation of theoretical knowledge in practice. More specifically, the practical goal is closely related to the scientific goal. The practical goal of the research is to implement the revealed theoretical knowledge to enrich the management with quality business decisions that will contribute to the dynamic development of tourism and hospitality. Therefore, the practical purpose of this research has wide dimensions, because it should mobilize all the factors that are directly and indirectly involved in tourism and catering, i.e. are interested in this issue. The subject of the research of this paper is the importance of the management for effective and efficient operation of the tourism - catering enterprises as well as for the development of tourism and catering. This paper is expected to create a clear picture of its importance for tourism and hospitality companies and its contribution to creating a foundation for understanding the key

activities for expanding the possibilities for creating an adequate tourism offer based on the sophisticated wishes of tourist demand. Theoretical research and understanding of the importance of management will work out the basic ways of developing tourism and hospitality. The complex treatment of this issue in the paper is expected to be a benefit from a theoretical and practical point of view. In that way, it would contribute to the dynamic development of tourism and catering and their adequate promotion.

1. Theoretical-methodological approach in research

For efficient realization of any empirical research, it is necessary to first prepare a research project. The research project covers several basic phases:

- Determining the purpose and subject of the research;
- Setting hypotheses;
- Making the sample (sample selection);
- Development of methodological instruments for data collection in the field;
- Data collection in the field;
- Data processing;
- Interpretation of data, ie. making the study¹.

1.1. Objectives of the research

This research has a scientific and practical purpose. The scientific goal refers to certain theoretical knowledge about the importance of management for the operation of companies in the field of tourism and catering, and the practical goal is related to the implementation of some theoretical knowledge in practice.

1.1.1. Scientific goal

The scientific goal refers to discovering certain theoretical knowledge about the importance of management and its role and significance for the operation of companies in the field of tourism. The scientific goal of this research is to discover new knowledge about the representation of the management process in managerial activities. Namely, through the method of analysis, through an interview with the representatives of the management team of several renowned tourism companies in the Republic of Macedonia, we determined the real situation for the representation of the management process in the managerial activities.

1.1.2. Practical goal

This research also has a practical purpose, which is closely related to the scientific purpose. It is related to a certain implementation of theoretical knowledge in practice. The practical goal of the research is to implement the revealed theoretical knowledge to enrich the management that will contribute to the dynamic development of tourism companies, and thus tourism. Therefore, the practical purpose of this research has wide dimensions, because it should mobilize all the factors that are directly and indirectly involved in tourism, ie. are interested in this issue.

1.2. Subject of research

The subject of the research of this paper is the application of the management process in the managerial activities for effective and efficient operation of the tourism-catering enterprises as well as for the development of tourism. This paper is expected to create a clear picture of the theoretical foundations of tourism management. It is very important to understand the management process in tourism. Furthermore, the perception of the management process in the enterprises in the field of tourism and catering has contributed to creating a foundation for understanding the key activities for expanding the possibilities for creating an adequate tourist offer that will be based on the sophisticated wishes of the tourist demand. Theoretical research and understanding of the role and importance of the

¹ Todorović, A., (1978), Metodologija istraživanja slobodnog vremena, Savremena Administracija - Belgrade, Belgrade, 51, presented according to Buntasheski, B., (1994), Socio-psychological studies of the activities of the visitors in the tourist place, Prosvetno delo - Skopje, Skopje, 52.

management process will develop the basic ways for tourism development. The complex treatment of this issue in the paper is expected to be a benefit from a theoretical and practical point of view. In that way, it would contribute to the dynamic development of tourism and its adequate promotion.

In the subject of this research, three concepts are analyzed that need to be operationalized:

- management process in tourism
- management in tourism and
- enterprises in the field of tourism.

1.2.1. Management process in tourism

Management as a process encompasses a set of specific activities that we call management functions. Usually the following are highlighted as management functions: Planning. It is an introduction to the selection of intentions and goals, and also the first activity for successful implementation of the above. Many elements that go into the plans, before being considered, must be selected in detail. Plans are made for different intervals. They strongly imply not only new ideas but also sensitivity, workplace equipment and so on. It should be emphasized that the plan is a means of action and a way of achieving the goal. If the planning is effective, its successful realization can be expected. Organizing. Each individual must know his role in working together in the company. All this enables the organization, which is the second managerial function. It actually regulates the role of the individual in the organizational structure. So it is a managerial function that must identify the needs for labor, to have insight into the profile and quality of staff available, hiring new workers, job selection and so on, for the effective and efficient execution of the determined goals of the enterprise in the field of tourism. Management and governance. This function of management aims to act on the contribution of the people in the tourism company, in such a way as to motivate the employees to carry out their activities in the most effective and efficient way. But managers need to be authoritative individuals who know: to form teams, to coordinate them. This is the fourth function of management. The very term coordination means integration and harmonization of the activities of the special organizational parts (sectors or functional areas) of a company in the field of tourism in order to effectively and efficiently achieve the set goals. Control delegate the powers of their associates, to make quality decisions, to motivate and to communicate interpersonal both vertically and horizontally. This management function creates measures and activities that should ensure the implementation of the plan. Group planning activities are carried out here to see where some deviations have occurred and what can be done to remedy them. Control is the main tool for evaluating the success of the implementation of plans.

1.2.2. Tourism management

The highly intertwined state of today's world is largely attributed to effective management. In this context, management is incorporated into every segment of modern corporations, be it the manufacturing sector, the service sector, education or any organized form. Hence, the need arises from the great search for competent persons, in order to present the most important key to success. The importance of management is also reflected in the permanent growth of managerial jobs. Those who have proven to have the necessary ability to be successful managers have done well in terms of their qualifications². Within the business enterprises where the operation can not be imagined without the activities of the management, it is considered a kind of technology that enables efficiency and effectiveness in companies, especially in tourism³.

It is an indisputable fact that management is crucial for the development of tourism. On the other hand, it is a confirmed fact that tourism has a polyvalent meaning and is a multiplier of economic development. Given that our country has natural, material and human factors for tourism development, which are underutilized, I believe that this issue should be given special attention.

² Falmer, M., R., (1994), *The New Management*, Open Society Institute Macedonia, Skopje, 18.

³ Mojsoski, V., (2001), *Fundamentals of Management*, Faculty of Tourism and Hospitality - Ohrid, Ohrid, 17.

Tourism as a phenomenon of the 20th and 21st century has social and economic significance. Of course, every country is interested in the economic impact of tourism on its development. Therefore, visitors should be provided with appropriate services, which should be effectively and efficiently managed, with which they will be satisfied. Therefore, it is about management and its role and importance for tourism development.

From the aspect of prof. Dr. Zlatko Jakovlev, management in tourism is a process of planning, organizing, managing and managing, coordinating and controlling the managerial activities in tourism to achieve the defined goals in the most effective and efficient way. While managerial activities mean: those activities that motivate employees to perform their tasks with a high degree of professionalism (professionally education, professional culture, developed code of conduct, authority and responsibility), and the tasks of managers are: making a profit, managing tourism companies, managing employees, managing managers who are at a lower level of the hierarchical pyramid, managing human resources, creating teams, communicating and analyzing the business tourism environment.

1.2.3. Tourism companies

Those tourism companies in the world and in the Republic of Macedonia that have improved in the quality of the services they offer have succeeded and will succeed. In the seventies of the XX century, the better referred to a better ambience and decor. In the eighties it meant better to offer better food, drinks better services, hospitality. Today better means the presence of all the listed qualities. This means that today's visitors demand much more than the amount of money itself. The phrase "value for money" prevails among visitors. The more selective and sophisticated tourism demand emphasizes the need for intangible, psychological elements of tourism workers in tourism. The human factor, the culture of the staff and their educational and professional preparation to serve the visitors with sincere pleasure, becomes a significant factor of effectiveness and a decisive moment in attracting the consumers of tourist services. Today's turbulent business conditions have changed significantly. Namely, tourism is entering a period of transformation, in which only those tourism companies that are better managed 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 statement also applies to tourism companies in the Republic of Macedonia. With its rich and diverse content, the offer presents a wide range of tourist services offered to consumers^{4,7} Modern man living in urban environments dynamic life, wants during his tourist stay to rest and recreate. Gone are the days when accommodation and food were the dominant segments of the tourist offer. In fact, the free time of the visitors in the tourist place should be filled with various contents⁵. In fact, those tourism companies that meet the needs of visitors with high quality services and a variety of animation activities will ensure not only survival but also their growth and development.

1.3. Hypotheses

One of the most important issues in empirical research is the formulation and verification of hypotheses. "It's a claim that can be put to the test to prove its worth. The hypothesis may appear to be contrary to or consistent with ordinary understanding. It can be proven whether it is true or false. In any case, it leads to an empirical examination. Whatever the outcome, the hypothesis is a question posed in such a way that an answer can be obtained. It is an example of organized science

⁴ Simonceska, L., (1998), Business planning in the tourism economy - theoretical foundations and possible application in the Republic of Macedonia, doctoral dissertation, Ohrid, 19.

⁵ Jakovlev, Z., (2000), Animation in tourism - the most important segment of the tourist offer, Economics and Business, Journal of Theory and Practice, May, 21.

skepticism, refusal to adopt any claim without empirical verification⁶". Each hypothesis shows the relationship between independent and dependent variables⁷.¹⁰ In this empirical research, an independent variable is: on which position in the travel company is the respondent, and depending on the variable condition is: the management process.

1.3.1. General hypothesis

If the management process is represented in the managerial activities, the management will have a positive role for the successful operation of the tourism enterprises and of great importance for the development of tourism.

1.3.1.1. A special hypothesis

The special hypothesis is: it is assumed that there is a partial representation of the management process in the management activities of companies in the field of tourism and hospitality.

1.4. Research methods and organization

1.4.1. Research methods

General and special methods are used in the research of social phenomena. "All social sciences, in addition to general methods, apply and use special and specific methods that are appropriate for collecting data in the relevant field.⁸" Hence, this research is based on a certain methodology. In processing the data obtained from the research, we applied the method of analysis and the method of synthesis.

1.4.1.1. Method of analysis

The term "analysis" comes from the Greek word "analysis" which means the dismemberment of a whole of its constituent parts⁹. Therefore, breakdown is a basic feature of the analysis method. In fact, dismemberment means dividing a complex object into parts of which it consists in order to perceive their qualities, determine the quality of the complex object and indicate their effect on it¹⁰. Namely, on the tabulated data, we applied a breakdown of their content and gave an explicit explanation.

1.4.1.2. Synthesis method

The method of synthesis is a procedure of scientific research and explanation of reality and by way of synthesis of simple judgments into more complex ones. Synthesis is a process of generalization in which all the more abstract notions are formed in comparison with the previous notions. Synthesis is a way of systematizing knowledge according to the legality of formal logic, as a process of creating theoretical knowledge in the direction from the specific to the general, ie from the type to the gender. All the findings obtained through the method of analysis, using the method of synthesis, we turned into conclusions from which we further gave recommendations for improving the financial decisions of the management, as well as their role in the operation of the enterprises in the field of tourism.

1.4.2. Research methodological techniques

In the defined subject of research we used as methodological techniques:

- interview with representatives of the management team from several renowned companies in the field of tourism
- scaling method and
- statistical method.

1.4.2.1. Interview

⁶ Gud, V., Het, P, (1966), Metodi socijalnog istraživanja, Belgrade, 56 - 57, presented according to Buntasheski, B., (1994), Socio-psychological studies of the activities of the visitors in the tourist place, Prosvetno delo - Skopje, Skopje, 55.

⁷ Buntasheski, B., (1994), Socio-psychological studies of the activities of the visitors in the tourist place, Prosvetno delo - Skopje, Skopje, 55.

⁸ Todorović, A., (1978), Ibid, 58.

⁹ Stojanovi., T., (1990), Analysis of the operation of enterprises, Association of Accounting and Financial Workers of Macedonia - Skopje, Skopje, 21

¹⁰ Stojanovi., T., (1990), Ibid, 156

We applied the interview to representatives of the management team in several companies in the field of tourism and catering. It aimed to get a clear picture of their views, in terms of the representation of the management process in the management activities to ensure the growth and development of enterprises in the field of tourism and hospitality. We conducted the interview with management teams from tourism - catering companies in the Republic of Macedonia because in our view they are the most competent entities to ensure their business effectiveness and efficiency.

1.4.2.2. Scaling method

This method is used to obtain data from multiple questions in the interview. We applied the scaling to activate the possibilities for incorporating the management process in the management activities to increase the effectiveness and efficiency of the tourist enterprises. During the formulation of the degrees, the statistical processing of the data was taken into account, which was the next step.

1.4.2.3. Statistical method

This method is used in this research because it achieves greater accuracy in the study of phenomena. We used the following statistical technique: calculating percentages and calculating the statistical significance X^2 (XI - square). Statistical data processing is performed by computer.

1.4.2.4. Making and selecting a sample

During the preparation and selection of the sample, its representativeness was taken into account. Representativeness depends on the size and method of obtaining it. The size of the sample depends on the number of respondents taken for testing. The sample should contain at least 100 members of the population in order to be able to draw reliable statistical conclusions¹¹. In this context, this research through an interview covered 200 managers of companies in the field of tourism and hospitality, as the most competent in ensuring their business effectiveness and efficiency.

1.4.2.5. Realization of the research

This phase of the research had an operational character. The research was conducted in the period from June 2016 to September 2017 in a number of companies in the field of tourism and hospitality. We came across a full understanding and assistance from the management team of the tourism and catering companies.

2. Analysis of the research data

This part is the most important part of the paper and is actually the final stage of the research¹².¹⁵ As we pointed out, using the analysis method, we also analyzed the empirical data obtained from the interview with the managers of several tourism companies, after we systematized them, tabulated them, determined the number of respondents, calculated the percentage according to the number of respondents and calculated the statistical significance X^2 (XI - square).

2.1. Respondents' views on the role of financial decisions for the effectiveness and efficiency of tourism enterprises

As we pointed out earlier, the foundation of this research is the analysis of the empirical data obtained from the interview with the managers of several tourism - catering companies, after we systematized them, tabulated them, determined the number of respondents and calculated the percentage according to the number of respondents. In that connotation, on the tabulated data, and based on the answers of the respondents, we applied a breakdown of their content and gave a precise explanation.

Therefore, the special hypothesis reads: "It is assumed that there is a partial representation of the management process in the management activities of tourism companies."

¹¹ Buntasheski, B., (1994), Ibid, 60.

¹² Buntasheski, B., (1995), Psychology of Tourism and Hospitality, University "St. Kliment Ohridski" - Bitola, Faculty of Tourism and Hospitality – Ohrid, Ohrid, 238.

Table 1 presents the views of the respondents on the representation of the management process in the managerial activities according to the function they perform in the travel company, which were realized through an interview:

Table 1. Attitudes of the respondents about the representation of the management process in the managerial activities according to the function they perform in the tourist enterprise

Ordinal number	Според Ваше мислење кои се основните функции на менаџментот ?				Total:
	Respondents according to the function in the tourist enterprise	Listed all the functions of the management	Listed in part the functions of management	No management functions are listed	
1.	Chairman of the Board of Directors	5 (25,00%)	13 (65,00%)	2 (10,00%)	20 (100,00%)
2.	General manager	2 (5,88%)	25 (73,53%)	7 (20,59%)	34 (100,00%)
3.	Manager	4 (7,27%)	47 (85,46%)	4 (7,27%)	55 (100,00%)
4.	Chef	2 (2,20%)	86 (94,50%)	3 (3,30%)	91 (100,00%)
Total:		13 (6,50%)	171 (85,50%)	16 (8,00%)	200 (100,00%)

Based on the analysis of the data in Table 1, which refer to the attitudes of the respondents about the representation of the management process in the managerial activities according to the function they perform in the tourism enterprise, three tendencies are characteristic. The first tendency refers to the respondents to the position of chairman of the board of directors. The second tendency refers to the respondents to the position of general manager, boss and the total number of respondents and the third tendency refers to the respondents to the position of manager. Namely, the first tendency refers to the attitudes of the respondents to the position of chairman of the board of directors. In fact, in this category of respondents, most of them partially emphasized the functions of management. In that connotation, the presidents of the board of directors with a percentage of 65.00% emphasized the partial management functions. In second place are the views of the respondents who listed all management functions (the percentage of responses of respondents to the position of chairman of the board of directors is 25.00%). In third place are the opinions of respondents who have not emphasized any management function. Namely, the percentage of respondents in the position of Chairman of the Board of Directors who represent this position is 10.00%.

The second refers to the attitudes of the respondents to the position of general manager (executive director), boss and the total number of respondents. In fact, according to the second tendency, when asked in the interview: "In your opinion, what are the basic functions of management?", Most respondents emphasized the functions of management in part (among general managers the percentage is 73.53%, among bosses it is 94.50 % and for the total number of respondents the percentage is 85.50%). The percentage for which no management function is listed is lower (for general managers the percentage is 20.59%, for bosses it is 3.30% and for the total number of respondents it is 8.00%). And the lowest percentage of respondents who emphasized all management functions. In that context, the percentage for general managers is 5.88%, for bosses it is 2.20% and for the total number of respondents the percentage is 6.50%.

The third tendency refers to the respondents' responses to the position of manager. Namely, in this category of respondents, the largest percentage or 85.46% partially emphasized the management functions, while with an identical percentage of 7.27% are the views of the respondents who listed all

the management functions and the opinions of the respondents who did not emphasize any management function. .

The differences in the answers of the respondents according to the function they perform in the tourist enterprise and the representation of the management process in the managerial activities, based on the calculated X^2 (XI - square), are statistically significant at the level of 0.01.

Conclusion

The topic covered in this paper is "The importance of the management process for the operation of companies in the field of tourism." The motivation for elaboration of this topic was the fact of the great importance of the management for effective and efficient operation of the tourism-catering enterprises, and thus on the development of tourism. It is also worth noting that there are a small number of researches in this field, within our area, so it should be further studied from a scientific and professional point of view given its relevance. According to the views of the respondents according to the function they perform, a general view can be drawn that the management process is partially represented in the managerial activities, which increases the effectiveness and efficiency of companies in the field of tourism and hospitality. In our opinion, the proposals for improving the management and its role in the operation of companies in the field of tourism are the following:

- transfer of new and positive ideas from the management from the developed tourist countries but not mechanically, the specifics of our tourism economy should be taken into account;

- preparation of professional reports and international standards for management, undertaking activities for education of managers through permanent education (participation in various management courses, seminars, symposia, use of management literature, encyclopedias, etc.), there should also be readiness especially by top managers to accept and realize certain creative ideas and to hire young management teams that have more modern insights and that will implement modern methods of work;

- to create a unique tourism product, which will be at the same time different from the competition, through professional development and implementation of tourism content that will be created by professional managers, and will be implemented by professional tourism workers, to take permanent care of the quality in everything (constant improvement of the performance of the tourist product - quality is not a luxury) and constant care for the little things of the complex tourist product;

- orientation towards individual satisfaction of the wishes and needs of each visitor (total responsiveness to consumers), which means that employees should have appropriate education, be maximally engaged, predictable, communicative, pleasant, expeditious, entrepreneurial, with their professionalism to overcome expectations, to manifest a high degree of quality and permanent innovation in the provision of services, to adapt to the norms and customs to all, especially to foreign visitors and to have adequate knowledge of foreign languages;

- to manage and promote aggressive performance on the tourism market by participating in major international tourism exchanges and fairs, with rich in quantity and quality and objective tourism propaganda; After all this, the great importance of the management process and its role in the operation of tourism and catering companies, as well as for the development of tourism and catering is reaffirmed. In the future, the management process in tourism, and thus the management 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 companies, increasing competition in tourism, acceptance of market laws and countries of real socialism, ideological aspects and the like. Unfortunately, it is concluded that not enough attention is paid to this issue in the companies in the field of tourism and catering in the Republic of Macedonia and it is high time to make fundamental changes in the attitudes of managers involved in tourism to management as the most important segment of tourism. offer and as an important factor for quality services. However, there is a strong impression that there is no adequate readiness of the top managers in the Republic of Macedonia, with certain exceptions, to implement that initiative. New professional

staff should be promoted who would overcome the indifference of the current managers in tourism. They would completely accelerate the development of tourism. It is necessary to make maximum use of and valorize the tourist values that our country has at its disposal by including professional management, because it has a crucial role for effective and efficient operation of companies in the field of tourism, by making quality financial decisions. In this context, we must not forget the fact that one of the most important factors for rapid tourism development and greater competitiveness in the domestic and international tourism market is the management in tourism.

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