

1st

International Scientific Conference

2-4 June, 2016

Vrnjačka Banja, Serbia

2

0

1

6

TOURISM IN FUNCTION OF DEVELOPMENT OF THE REPUBLIC OF SERBIA

Spa Tourism in Serbia and Experiences of Other Countries



**THEMATIC
PROCEEDINGS**

I



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



EDUCATION OF HUMAN RESOURCES FOR TOURISM

Vidoje Stefanović¹; Goran Maksimović²;

Abstract

*Tourism as the segment of solicitous services and obliging activities becomes «the industry of future». Very scarce are those economy activities which in such a measure depend on human factors, as it is the case with tourism. Other tertial activities are also characterized in greater or smaller measure by the presence of tenderers or buyers in tourism, which, for the all rights, carry the atribute **face to face** degree of difficulty of that contact is characterized and potentially emphasized all these facts which could be classified under mutual denominator «**tourism hospitability**». Quality temporary tourist stay largely depends on the quality, then engagement, goodwill and training of human resources at all levels of hospitality. This immediately implies questions on how to consider importance of the human factor, as the carrier and executor of tourist activity in an area, which aims to be highly receptive, whether it is the region or the entire country.*

Keywords: *education, human resources, tourism, tourism development*

Introduction

Quality of temporary tourist stay and residence in great measure depends on quality, which means engagement, good will and education of human resources on all levels of hospitality. It immediately implies questions in which way importance of human resources is realized and perceived as **the carriers and executors of touristic activities on some territory**, which tend to be highly receptive, whether it is the question of one region or the whole country.

1 Prof. Vidoje Stefanović, PhD, Faculty of Science and Mathematics, Niš, Bulevar Z. Djindjića, 15/24, tel. 064/2297077, widojes@yahoo.com

2 Goran Maksimović, PhD, Assistant Professor, University of Priština, Faculty of Agriculture, 38219 Lešak, phone +381 28 88261, e-mail goran.maksimovic@pr.ac.rs

Consideration of problems regarding human resources in tourism has to be started by the question «**what is the level of acceptance and what is the general attitude of the whole population about tourism**, not taking into account the spacial unit in question. If domestic population has and shows positive attitude toward tourists, who have come to stay temporary in their surrounding, it could be spoken about the existence of the most important factor for their qualitative relation or qualitative hospitality. By that, the fact and the need of creation of general conditions for adequate atmosphere is emphasized and, in accordance with that, adequate attitude and behavior toward tourists. Positive attitude toward tourism, first of all, shows the degree of social and cultural development of population of some area, and it is the basic precondition of tourism development on which all agree on.

Specification of human resources in tourism

In most countries with developed tourism all these three possibilities are present. Basic question is the **choice of human resources**. Thus, the question is where to recruit the needed personnel from, then how much is personnel present in the area which is examined, or how much one has to turn towards neighbours or further sources.

This is seemingly simple question to which, however, the answer has to be found, for the important **demographic** characteristics of the area. It relates to uniform growth of natural population growth rate and trends of anticipated touristic growth. Such inter dependence is extremely important because mechanic population input has to be planned (for example the problem of islands) (Stefanović, Azemović, 2011).

Much more compound and complex is the problem of **choice of human resources on the territory of extreme concentration of tourist capacity**. In these areas tourism is one high priority activity, the central support of economic and overall development which gives the complexity and multidimensional tone to this problem. Here are the human resources the main accelerators and limitators of overall development. In this case **spacial and time dimension** of human resources have to be analysed.

It has to be repeated once more. There are two temporal periods of business activities in tourism: - **the whole year business activity** – when objects are at the disposal of tourists during the whole year independently from the degree of capacity usage; objects are most often located in great

urban surroundings and, by the rule, have lower degree of usage of capacities during weekends or in the time of tourist season.

Seasonal business activities – when objects are used and are in function only in the determined part of the year, while they are closed during the other periods; in the principle, such object work during three by the intensity different periods; pre-season, season, post-season.

In order to emphasize complexity of the question of human resources in tourism it is needed to anticipate complexity of tourist offer which means market positions such human resources have influence on. Opposite to tourism, and opposite to consumers, stand the great number of subjects of tourist offer, from restaurant and hotel services, traffic and trade, to the manufacturers of souvenirs and other products intended for tourism market. All of them, if we generalize them, make tourist offer in some determined way, which will mean that personnel providing services has to be numbered as one of the human tourist resources.

Therefore, tourism is labour intensive business activity, which means simply saying, that for doing such an economy activity it is needed to have a great human potential. Known facts about influence of automatization, electronics or something else, on the decrease of needed personnel have only a kind of restricted influence in tourism, because, in spite of all attempts of introduction of modern technical and technological solutions in business activities of tourist enterprises, it stays the main «producer» of services. Modern technical means mainly contribute to acceleration of some working processes, change of working technology, or according to the rule, have smaller influence on the decrease of number of employed, specially in catering and hotel management. In the case of other economic activities, this influence is more emphasized. It also shows the coefficient of the realized income and number of employed in some economy branches. For the same level of income (gross product) it is needed to engage a greater number employed or with the same number of employed tourism realizes lower income (gross product).

Thus, it is the fact that hotel or restaurant management and tourist or travel agencies by their technological activity ask for increased number of employed in relation to other economy activities. From that construction it is possible to draw a further conclusion that positive trend of growth of tourist turnover inevitably asks for significantly increased needs for new

working potential, so we can conclude that tourism is a strong generator of new working places. (Stefanović, 2007)

Interaction of economic and tourist development and education

Economic development grew out of human attempts to improve conditions of their life and work. The result of this is a constant improvement of mankind toward continual fulfillment of human targets. Such improvement appears from the very start of development of humans and from their greater and greater capabilities to act in favour of development in general and from their abilities to govern and conduct such development.

In the basis of such a complex process knowledge is found, so under the impact of the development of «knowledge itself, development grows, branches, takes steady or abrupt course. For every singular movement of mankind forward precondition was the appearance of some invention or discovery. Degree and possibility of social progress always depended on the effects of discovered knowledge on one side and capability of people to use them in practice on the other side. So, it is the question of dialectic connection of economic development as expensive possibility and education as the way of their implementation together with interactive impact of other relevant factors. Study of this dialectic connection causes the appearance of knowledge that speed and degree of branching economic development are brought about by predominantly dynamic revelation and usage of new knowledge and skills. All this generates the need to point out basic principles of connection among economic, tourist and educational development in the conditions of modern civilization.

Noticing potential and existing real connections and relations between economic, and tourist development and education of personnel has a great general theoretical and practical importance. Theoretical importance is supported by the fact that it leads toward research and clarification of that, up to now, very little known and discussed side of the total development. Practical importance is supported by the fact consolidation, establishing maintenance, and development of mutual relations and bonds represents basic assumption for survival, existence and promotion of economic development and development in general, from the standpoint of fulfillment and realization of common targets. This mutual connection provides education of personnel for right, timely and contained fulfillment of targets for which such social activity and the public system

are founded and created. Basis of the wholeness of approach to personnel education from the standpoint of economic development, is represented firstly, by inter-dependence which is demonstrated and established directly or indirectly, between the factors of economic development and secondly, constant changeability of this process is based on dialectics as the science of general laws of migrations and changes.(Vojnović, Cvijanović, Stefanović, 2012).

Important hypothesis for sophisticated approach to economic development as the wholesome global progress is the existence of mutual target or the system of targets and systematic engagement of all relevant important factors of development for their successful realization.

Organizing of educational work in the past was not so great a problem, specially when the school was the carrier of such education. Slow influence of changes, firstly, had the influence on it, especially in science and technology, and secondly, the generally accepted style of central organization of school system.

In modern conditions of general multiplication and acceleration of changes and knowledge, and for these, intentions of the educated young and adults to expand in all possible ways of learning out of school classrooms, degree of organizing educational and upbringing work has decisive importance for acquiring wanted educational and upbringing targets.

Functioning of each system as well as the system of personnel education and the entire educational and upbringing activity provides completeness of economic development management.

Knowledge as generator of economic and tourist development

Intensity of contribution of three fundamental factors in creation of new properties (and goods) in production processes and in the society in general have their dramatic historical path in which capital and then **knowledge** more and more pushed aside traditionally most important contribution of **labour** in that process. In the historical depths of feudal way of production work or labour had for the greatest contribution to productivity and efficiency of production of goods with relatively small contribution of capital and almost insignificant contribution of knowledge (Stefanović, 2012).

In the age of industry, especially in modern post-industrial and kybernetic age, domination of contribution of work more and more affirms and acquires and even surpasses the contribution of capital (point A in the picture s), and then knowledge has its abrupt rise so it comes to the equalization of contribution of work and knowledge (point B) which is still, under the level of contribution of capital which will in the future also keep high rank of importance. In the informational and postinformational age, equalization of high contribution of capital and knowledge (point C) happens first, after which continues separate exponential rise of contribution of knowledge because of which it is expected that in the future it must receive the meaning of a cult of creativity and progress and take the very top of the social values pyramid.

Changes which happen by the force and impact of constantly greater and greater superiority of science as the factor of progress are obvious and clearly evident, and also are evident all material sacrifice which are required by these changes, starting from the phase of imagination up to the practical realization of some scientific and technological activity. Richness and intensity of changes in the economical structure of modern world and expressing the tendency in dynamics of technological process follow the phenomena of accelerated increase of the number of scientists and researchers as well as quicker increasement of the number of scientific information which history and historical depth represent specific modern phenomena (Drucker, 1993).

The millennium which has just started imposes twofold role to education and it will seem, in the first sight, contradictory concerning the fact that it will offer new means for gathering and gaining information and communication. It, as the foundation of future, must thoroughly and efficiently provide transfer of knowledge and abilities for doing some jobs and by that adapt to cognitive heritage of civilization. On the other side, the speed by which modern economy changes makes all attempts unreal and it could not foresee even the next decade of the search for some determined knowledge and qualification of people (Anders, 1998).

In that sense some confirmations of futurologists must be respected (Dikson, Kan), in the sense that during one working experience period a worker will change his job or undergo pre-qualification at least five times (process of re-professionalization). All this means that, in the future, society with the best educational system will take such a position as did in the past when it was the society with the best natural wealth or industrial

potential.³ Creative and adaptive experts have to be created as well as manufacturers of all skills and brave fighters for the truth in science. In the teaching plans and programs we must leave more room to general and theoretical disciplines because it will provide quicker realization of innovations and new technologies which carry new technological revolution by itself. Mathematics and cybernetics content, programming and other branches have to be constituent part of every scientific and educational process.

Continual education of human resources in the function of tourism development

Traditional understanding that every man learns only in early period of life and in the youth is wrong and surpassed. Not only the child or young man but also the adult man learns. Even it is, according to previous research, determined that the best period for learning is the age between twenty five years of age, but also, a man's intellectual power does not significantly change but only intellectual speed decreases. From that reason it is important to understand not only the society which works but the society which learns. The fact that humans systematically, during the whole life time, must learn, and the possibility to learn, open the throughly new era history of education – period of continual education.

Consequently, the aim of continuous education does not lie in the acceptance of constantly increasing quantity of knowledge but in development of personality which through various life experience becomes more and more his own self. Practically speaking basic aim of continuous education lies in the fact that the youth is enabled for work and the first vocation, after that through work and on the basis of the results of work they terminate higher educational and classificational levels. By this, besides other things, it is acquired that most capable and most industrious and most valuable personnel in the tourism become skillful, and through labour, the most sophisticated, regardless of social background and other aspects of looking on all this.

Continuous education is directed toward the whole human kind and human life. It starts at the pre-school age, comes and goes, starts and

3 At the conference for usage science and techniques in Geneva 1982 it was said that they who finish elementary school increase working ability for 40%, with secondary school 100% and those with universities about 300% in comparison to those who did not acquire education.

stops many times with the periods of work, it gives constantly new chances including the continuous process of life, covers parents and educational institutions, enterprises and all other factors of society. Thus, the essence of the concept of society which is learning is contained in the attitude that every individual in society possesses some knowledge, some capabilities or, saying in the terms of psychology, some competences. In one of such societies a man is «obliged» to transfer such competences to others who have not acquired them. This concept bases itself on learning but not on education and upbringing. Concept of society which is constantly learning looks upon the learning as on the life long process. However, I think that the following three problems are the most interesting:

a) Problem of permanent absoleteness of knowledge; any knowledge soon becomes old fashioned; we must constantly calculate the tempo or rate of absoleteness, calculate the rate of old fashioned knowledge, and calculate the quantity of used time for learning; then we must know what the content of continuous education should be. Old-fashioned, obsolete or out-moded (conservative) knowledge covers the whole and entire area of knowledge of the whole personnel. But, if we consider the origin of conservativeness, it could have the following types, from the point of view of specific development of tourism and tourist activities such as.

-Vocational conservativeness which relates to knowledge and can be calculated as the formula:

$S_z = (S_{nz} / M_{nz}) \cdot 100$ where we find

S_z – as vocational conservativeness of knowledge of the staff or personnel working in tourism totally, in parts or according to enterprises.

S_{nz} – actual and real level of personnel knowledge

M_{nz} – possible level or degree of knowledge from the point of view of new development flows where continuous education means *conditio sine quaron*.

Technical conservativeness which means and points out the aspect of personnel knowledge in relation to new technological and these knowledge is a knowledge for constant everyday usage and they are calculated by formula:

$T_z = (1 - S_{ntz} / N_{ntz}) \cdot 100$ where we find

T_z – Technological conservativeness, out of date technology

S_{ntz} – Present level of technological knowledge

N_{ntz} – New level of technological knowledge know in the whole branch of touristic activities.

Conservativeness or level of old-fashioned knowlege for doing concrete jobs and assignments in tourism, which is only the second expression for disorder among real and needed level of education or qualificalional level, is calculated by the formula:

$S_{zp} = (1 - S_{nzp} / P_{nzp}) \cdot 100$ where we find

S_{zp} – Conservative knowledge of one individual

S_{nzp} – Present level or degree of knowledge of individual for doing some determined concrete jobs and working assignments.

P_{nzp} – Required or needed level of individual knowledge.

b) Second problem relates to parallel growth of general level of skilled and expert education and the level and dynamics of development of tourism as one compound entity. Here we precisely think of university education. Concerning all this, the question of specialization also becomes actual and interesting because thinking and opinion of others state that students must acquire fundamental general theoretical – and expert basis in their vocation, to qualify for self – education and quick adaptation to new needs and requirements which the fast development inevitably places upon us. «Crisis of university» of the world wide character also has its impact and influence on tourism and tourist activities in general.

c) In spite of struggle for greater motivation of individual for continuous education, it must be counted with the too strong a wish of an individual toward promotion, and it is the real danger called technocracy; and also, it could happen, as Laurence, Peter and Raymond Hull would say, that every individual in the struggle for motivation and promotion crosses over the level of one's own competence and the level or degree of one's own capabilities.

Surely, the problem of continuous education, from the standpoint of development of tourism, lies in the system of education and upbringing in the first place. Besides a great number of measures which have been taken, it must be said that, when we speak of tourist activities in general, old-fashioned and «ancient» programs prevail, then methods and organization of work do so, and dominates also education for adaptation. To our regret, the past with the elements of modern days and present

dominates but without real serious attitude and view to the questions and problems which wait for us in the future. In these teaching and scientific disciplines in which content is directed toward present, their learning is predominantly in the function of explanation and solving of «burning» problems but with very little attitude toward recognizing and perception of the future.

Specific notions in planning of human resources

If the proces of planning is easy, all individuals will make plans of such kind and all plans would be realized with success. This equally applies to to enterprise plans and planning of human potentials. Besides all this, for human resources planning it must especially be emphasized that there are additional difficulties such as:

- Unpredictable behavior of people in which management can have only limited power of controle.
- Uncertainty of events on the market and then changes in the basic strategy of enterprise make difficulties in the plans of human potentials which must follow strategic plan of enterprise (blocking of turnover, political turnings, privatization, new director, market shifting from the east to the west).
- Usually insufficient informational basis onto which plans and decision making must be attached.
- Objective and more often subjective findings because of which the plan already issued is not applied.
- Lack of recurrent information about the results of issued decisions.
- Plans (specially operative ones or better to say medium ones often old because of the expiration of the validity period and for environment which is very quickly changed. It is a great mistake to keep closely to already existing plan. It is not wrong to make revision of the plan afterwards.
- Here comes to the scene the problem of property or ownership. If there are few owners (or one, only a state) there are too scarce a number of interested people who would eagerly work on this plan, and later work on its usage and application.
- Rigidness and unflexibility of the older type of managers who educated themselves in the inappropriate time and temporarily different system.

- It has to be said that difficulties in planning of human potentials are created by environment. Strategic, operative and plans of action of human potentials must specially show:
- Size of enterprise and complexity of enterprise organization
- Relative stability of internal or external environment or quick changes in it (and in what direction).
- Culture of organization, degree of resistance to changes and existence (or non-existence) of management plan of changes.
- Number of levels (or locations) on which decisions are made: »are there a lot of small gods« or is there a number of great gods?
- Is there a surplus or lack of people (or, what is more, a surplus and lack at the same time) so release from work is planned as well as employment of new workers.

Human resources and tourism - glance toward future

Parallel to the development of tourism we face development of personnel who connected their interests of existence, their living and working determination and economic interests to tourism as the social and economic activity.

Besides tourism, educational institutions also experience their development evolution and those institutions in some previous time and even recently prepared personnel for classic restaurant management vocations and profiles but now they turn into institutions for education of highly skilled and specialized staff for the wide spectrum of needs which tourist activity asks for. At the same time in the process of education and training of personnel for the needs of tourism, various fields of education and scientific institutions also take part (apart from economy and law, there are also sociology, psychology, science about organization, science about personnel, medicine, biology, chemistry, technology, architecture, physical culture, philology, pedagogy, geography, ecology and others) which study phenomena, relations and effects which happen because of massive economy movements of people with the aim of non-economic and tourist motives and needs (Stefanović, Cvijanović, Vojnović, 2013).

Personnel who is already working in tourism, or who are preparing for the work in tourism, are forced to constantly innovate something and improve their expert knowledge because of mist rising competence of knowledge and ideas on internal as well as international market, not only in the field

of tourist reception but also in the field of finding new types of life which tourists expect during their stay in some particular place or tourist destination. The role of human factor – staff – in tourism is of special importance. Tourism business activity in most cases happens with direct contact and immediately between producer of tourist services and the users – tourists. Due to all these reasons, special specific characteristics and meaning of personnel for that business are important in tourism. It is not needed to emphasize especially the fact that a man needs humane and adjustable tourism and for such tourism we need adequate personnel who, besides expert skills, also have wide humanistic ideas and education. Tourist personnel in all tourist places and resorts must possess wide general and humanistic culture and education.

In fact, personnel in tourism would be directed toward the following: simultaneously they have to act according to the principles of efficiency but, they must behave toward their guests – tourists – as unselfish “altruistic” hosts, full of understanding for their “psychological sufferings” – therapists, but also physical problems, and, at the same time, they must possess something of the education of psychologists in order to come closer to psychological identity of every guest or tourists. When they want to peep into the tourist’s cultural identity, personnel working in tourism become culturologists, ethnologists or even anthropologists.

- Regarding maintenance of “healthy living conditions” and conditions of tourists, personnel working in tourism must know basic notions of philosophy and anatomy of human body. Tourists who through their yearly vacation, want to recompensate omitted almost the whole –year-long time, expect entire body and spirit dynamics during their stay in one tourist area. According to this, personnel in tourism are expected to be cultural, health and sports animators.

Personnel who provides services to tourists must be specially educated in order to make direct contacts with guests and issue them whole and entire human information because a tourist is fed up with informatics perfection which is easily readable on computer monitor.

Beside traditional gastronomic skills personnel in tourism is expected to know other kinds of “healthy” meals and food. One tourist on his vacation, or on a guided tour, wants to experience live “software” of his “healthy” menu. He wants direct contact with a gastronome and the gastronome is obliged to know and explain in the language of a tourist the

content and procedure of preparation of some meals and dishes in order to learn the tourist prepare it when he returns home into his natural ambient and environment. Obviously there could not exist any more the attitude and meaning that a “restaurant personnel can get you soup” or that manager can only provide you lodgings and accommodation (Kriependorf, 1986).

Bearing in mind greater and greater informatisation in tourist capacities it is obvious that personnel in tourism must possess much greater and higher degree of informational literacy. It is because the users of tourist services are the persons of high informatics literacy and they know very well the possibilities of usage and help of informatics technology in all kinds of tourism.

Demographic statistics point out that the greatest part of developed humankind rapidly grows older and that until 2005 only 3% of the world population years of age would belong to the developed part of the world in Europe and North America. Such demographic movements are already easily seen through the increasing number of tourists of the “third age” who visit thermal resorts as tourist destinations, and such demographic movements are already initiating some changes which have to show their impact on tourism policy.

Human age is constantly continuing and becoming longer. People who acquire pension are still in the good physical and psychological shape and are full of life, they are wealthy and full of life experience. Many of them would gladly accept the job in a healthy climate tourist destination in any economy subject with some financial reward but with provided food and accommodation. All these things can be greatly emphasized during the weekend work or during the work in the time of holidays when much younger personnel unwillingly accepts working duties.

-In order tourism of XXI century, especially in our country and region, thorough expansion of family hotels and legalization of family hotels will happen. Their owners must always innovate their knowledge or they must initiate continuous education of all members of their family.

In this century special importance in tourism will have those personnel members who have managing and creative roles. If the nowadays development trend of tourism is supported and caused by informatics and other modern technologies, further great changes in the field of free time usage and in the field of holiday making and amusement can be expected.

Complications can be avoided and solved by expert and educational personnel potential which is directly or indirectly included in tourist flows.

However, in order to make personnel acquire such abilities for avoiding complications, educational process and education of touristic personnel has to be constantly reinforced. Because of that, new concept of education of tourist personnel, which will with special emphasis on its educational program have basic knowledge of individual values and also the knowledge importance of personnel in tourism. Only in such a way it is possible to make a concept of tourism for the sake of a man and not for the sake of tourism as it is today.

Revolutionary changes which especially carry the third technological revolution covered also the tourist field of activities. The fact that goes in front of every development and before all changes, is also personnel component. Which personnel is then necessary in tourism in this actual millenium. Personnel who already works or who is prepared in some kind of tourist activity is forced to make constant innovations and make their skilled and expert education more perfect because of growing competence of knowledge and ideas on the tourism market. This happens not only in the field of reception of tourists but also in the field of finding new types of life which tourists expect during their stay in some tourist destination.

Conclusion

Not only physical strength, economy, general health state, purposeful directing and usage of human organism are something which have economic meaning. The fact is the following: when a man from any reason is dissatisfied and bitter at work it is the most negative thing which influences the success and by that, it influences the clear economic useful effect. And, on the other hand, positive attitude and love for such kind of work give positive effects. So, it can not be, all the same, equal if a man succeeds to tie himself with all his soul to his work or not.

Reference literature

1. Brekić, J. (1983): *Personnel theory and practice*, Informator, Zagreb.
2. Dulčić, A. (2002): *Management of tourism development*, Faculty of Economy, Split.

3. Drucker, P.F. (1993): *Post-capitalist society*, Harper Collins Publisher, New York.
4. Fennel, D. (1999): *Ecotourism*, Routledge, London and New York.
5. Godfrey, K. & Clarke J. (2000): *The tourism Development Handbook a Practical Approach to Planning and Marketing*, Casell, London and New York.
6. Gregor, Mc D. (1990): *The Human Side of Enterprise*, London.
7. Gunn, Clare A. (1994): *Tourism Planning*, third edition, Taylor and Francis, Washington.
8. Hudman, L. & Hawkins, D. (1989): *Tourism in Contemporary Society*, Prentice hall, Englewood Cliffs.
9. Krippendorf, J. (1986): *Travelling human kin*, Liber, Zagreb, p.11.
10. Pirjevac, B. & Kesar, O. (2002): *Principles of tourism*. Faculty of Economics, Zagreb.
11. Rojtersvard, A. (1998): *Education and qualification of workers of tommorow*, The OECD Observer.
12. Schultz, W. T. (1982): *Investing in People*, Los Angeles, London.
13. Stefanović, V. (1998): *Man in economic theories*, Europrojekt, Niš.
14. Stefanović, V. (2007): *Human Resources in Tourism*, PMF, Niš, p.75.
15. Stefanović, V. & Azemović, N. (2011): *The Genesis Of Theoretical Thinking On The Development Of 2.Tourism*, The Newspaper Themes, University Of Nis, Br. 1/2011.
16. Stefanović, V. (2012): *Suva planina as Development Area of Rural Tourism*, The Journal. Agricultural Economics, Belgrade, br. 2/2012.
17. Stefanović, V., Cvijanovic, D. & Vojnovic, B. (2013): *Economic Efficiency Of Human Resource Management*, The Institute Of Agricultural Economics, Belgrade, p.16.

18. Vojnović, B., Cvijanović, D. & Stefanović, V. (2012): *Developmental Aspects Of Tourism Activity*, The Institute Of Agricultural Economics, Belgrade, p.95.

19. Vujić, V. (2005): *Management of human potentials*, Faculty of Hotel management, Rijeka.