

**3rd
International
Scientific
Conference**

**31 May - 2 June, 2018
Vrnjačka Banja, Serbia**

2018

**TOURISM
IN FUNCTION OF DEVELOPMENT
OF THE REPUBLIC OF SERBIA**

Tourism in the Era of Digital Transformation



**THEMATIC
PROCEEDINGS**

I



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



TRENDS IN ENGAGEMENT OF WORKERS IN TOURISM - REGISTERED AND EMPLOYMENT (PERSONS IN EMPLOYMENT)

Sanja Škorić¹; Vladimir Jovanović²;

Abstract

The employment policy must be in line with economic potential, but also must be the driver of the economic development of a country. This is particularly important in tourism where human resources are treated as the most important factor of growth and development. In addition to the quality of human resources, the development of tourism is also influenced by the way in which workers are engaged, since the quality of the service can be directly dependent on it. Significant fluctuation of employees in tourism in Serbia and the departure of a large number of skilled workers abroad require a different approach in the employment policy and the engagement of workers in this field. The authors of this paper, through available researches and official statistical data, analyze the trends in this field and compare it with the situation in other countries, and attempted to come to conclusions that will reduce the gap between the so-called employment (persons in employment) and registered employment of workers in tourism.

Key Words: *employment policy, persons in employment and registered employment in tourism, labor management*

JEL classification: *J08, K31, M54*

Introduction

It is a known fact that people are a key factor of success in all areas of the economy of a country. Only good coordination and mutual complementation of the so-called material and personal substrate can give good results in business. These claims were not influenced neither by the

¹ Sanja Škorić, Assistant professor, Faculty of Law for Commerce and Judiciary, Novi Sad, Geri Karolja br. 1, +381643431004, sanja@pravni-fakultet.info

² Vladimir Jovanović, Associate professor, Faculty of Economics and Engineering Management in Novi Sad, Cvećarska br. 2, +381638239612, jovanovicvld@gmail.com

industrialization, nor in all likelihood it will be influenced by the informatics and digital era in which we live and which has taken great care in all spheres of business, but also of private life. Therefore, human resources, respectively personnel and their quality, make one branch of the economy more or less successful, apropos, quality or less quality. Exactly the same situation is in tourism and the competitiveness of Serbian tourism depends to a large extent on the people employed in this activity and on the quality of their work.

Although, as an industry, tourism has no significant share in the total gross domestic product of Serbia (Škorić & Jovanović, 2017), in the official statistical reports, there was a tendency for the growth of employed persons in this activity (Statistical Office of the Republic of Serbia). In a country like Serbia, with a high unemployment rate, any trend towards an increase in employment, however negligible, is important for taking appropriate measures by the state to maintain such a tendency. In theory, significant potential for the development of tourism in Serbia in rural areas is highlighted, where can be additionally launched organic production of food with an authentic note of the areas from which it is produced, branding autochthonous types of products, etc. (Bulatović, Škorić & Jovanović, 2016).

However, the quality of employees in tourism, in addition to their formal qualifications, such as vocational secondary schools and faculties in the relevant fields (tourism, catering, hotel management, etc.) and informal qualifications, such as, for example, knowledge of a particular foreign language, and etc., also affects the way in which those employees are engaged with their employers. In other words, productivity of employees, regardless their eventual potential and quality, is directly related to their working status - registered or employment (persons in employment), work in or outside the scope of employment, for example, temporary and periodical jobs, employment for indefinite or definite period of time until the end of the season or some work, overtime work and especially how much income is received for each of the listed types of engagement.

Modalities of working engagement in the Republic of Serbia

The modalities of working engagement, with or without employment, can be numerous and very different, depending on the legal solutions and the needs of employers and employees (Kulić & Škorić, 2016). In the Republic of Serbia, the principle of unified labor relations has been

adopted, which means that the provisions of the Labor Law (“Official Herald of the Republic of Serbia“, Nos. 24/2005, 61/2005, 54/2009, 32/2013, 75/2014 and 13/2017 - decision of the CC) apply to all employees who work in the territory of the Republic of Serbia with a national or foreign employer, unless otherwise specified by the law. According to the principle *lex specialis derogat legi generali* (a special law derogates application of a general law), to the employees in the government agencies, territorial autonomy and local self-government agencies and public services (in the fields of education, child and social protection, health care, etc.) and other appropriate associations in which special laws are applied, the provisions of the Labor Law apply only in respect of the rights, obligations and responsibilities not specifically regulated by those laws (Kulić, 2005). Therefore, in accordance with the above mentioned principle, the provisions of the Labor Law apply to tourism employees, for which, at least for now, still does not exist specific regulation that would otherwise solve the working engagement in this activity.

According to the provisions of the applicable Labor Law, employees can be engaged in one of the following ways:

1. Work in the Scope of Employment:

- 1) Employment for an indefinite period of time
- 2) Employment for a definite period of time
- 3) Employment with part-time working hours
- 4) Multiple employment
- 5) Employment at high-risk jobs
- 6) Employment in performing jobs outside employer's premises
- 7) Employing household help.

2. Work outside the Scope of Employment:

- 1) Work performed under the contract of performing temporary and periodical jobs
- 2) Work performed under the contract for the supply of services
- 3) Work performed under the contract of vocational training and improvement
- 4) Supplementary work
- 5) Work through youth or student cooperative
- 6) Factual working relationship (Kulić & Škorić, 2016).

In theory and practice there are different classifications of all the modalities of the above, so they are often grouped as:

1. Registered employment includes all persons who concluded a working relationship with an employer for a definite or indefinite period of time and persons who work outside the scope of employment on the basis of a contract for the supply of services or on the basis of a contract of temporary and periodical jobs, then persons who perform independent activities or are founders of economic societies or entrepreneurial shops, as well as persons who perform agricultural activities who are up to 65 years of age, and are located on the records of CROSO

2. Employment (persons in employment), in accordance with the definition of Eurostat and the International Labor Organization, comprise all persons who, at least one hour during the observed week, performed some paid work (in cash or in nature), as well as persons who had a job, but who were in that week absent from work. Persons who are considered working are persons working for an employer, persons performing self-employed activities or founding companies or entrepreneurial shops and helping members of the household.

Employment (persons in employment) further implies:

1) Formal employment which includes persons who concluded a working relationship with an employer for a definite or indefinite period of time and persons who work outside the scope of employment on the basis of a contract for the supply of services or on the basis of a contract of performing temporary and periodical jobs, then persons who perform independent activities or are founders of economic societies or entrepreneurial shops, as well as persons who perform registered agricultural activities.

2) Informal employment which includes employed workers in unregistered companies or in registered companies, but without a formal employment contract, persons performing independent activities in unregistered ownership, as well as the work of assisting members in family business (Statistical Office of the Republic of Serbia). Informal employment could be equated with factual work (Kulić & Škorić, 2016) or so called “underground” work.

In the last fifteen years, another form has emerged, ie. the way of engaging workers, so called *labor leasing*, which is increasingly being polemic, while the law or at least the amendments to the laws that would regulate it would in no way reach the National Assembly.

Many employers define themselves in practice to hire workers by leasing, ie. rent workers in order to circumvent the rather strict and restrictive provisions of the Labor Law, and in particular those relating to the cancelling of employment contracts. Rented employees practically conclude a contract of employment with the Agency for Temporary Employment while they work in the premises of another employer who rent them from the Agency. The Agency for temporary employment, as a formal employer, has full responsibility for the hired employee, including responsibility for cancelling of employment contracts (except for obligations related to safety and health at work for which the employer is hiring employees). Therefore, given the generally high percentage of employees' success in labor disputes, employers are increasingly choosing to hire workers through leasing, in order to avoid these and other risks. Since employee renting is not per se, employers and agencies usually regulate their relationships in one of the following ways:

1. by concluding a contract on business cooperation on the basis of which the employer engages the agency to find and conclude an employment relationship with employees, and
2. by concluding an employment contract between the agency and the employee, which provides that the place of work of the employee will be in the premises of the employer who is renting them. The agencies then, on the basis of a business cooperation agreement, invoice their services to employers on a monthly basis to compensate for the costs of salaries paid to rented employees.

In practice, in order to regulate and enforce institute of "renting employees" different types of contracts are concluded. The best approach for an employer who is hiring an employee is that the business cooperation contract concluded with the temporary employment agency provides that the agency, at the request of the employer, removes the rented employee from his premises without delay and takes responsibility for the cancelling of the employment contract with employee. According to unofficial data, more than 60 temporary employment agencies provide leasing services to employees, and more than 10,000 workers are engaged in this way (Zdravković, 2014)

The difference between work and work engagement and flexibility of workflow

The Labor Law of the Republic of Serbia and all its provisions support the so-called. permanent employment or, legally, the modality of work

through the establishment of an employment relationship for an indefinite period, because the employees are more secure, as well as their earnings, but also the existence of their family (Kulić & Škorić, 2016). And such a situation is somewhat achievable where the employer is state, therefore for the public sector. However, as far as the private sector is concerned, this vision of ideally set work processes became utopia long time ago. Even the aforementioned Labor Law has announced this by distinguishing between the term "employment relationship" and the term "working engagement", where working engagement is understood as a wider term and it covers all persons working, hence it in employment relationship and outside the scope of employment, although this term is not defined further (Article 5 and Article 35). Determining the concept of "work engagement" was only established in the Law on Protection of the an Exciter from 2014 ("Official Gazette of the Republic of Serbia " No. 128/2014) lists what it means: "labor engagement" is employment relationship, work outside the scope of employment, volunteering, performing functions, as well as any other factual work for the employer"(Article 2).

Therefore, on the basis of all of the foregoing, the conclusion is drawn that the flexibility of the work process and all possible forms of flexible labor, as they affected the world and European labor markets, they have long ago affected Serbia as well. And what does flexibility represent and imply? It represents a complex process that is not easy to explain, and it includes several characteristics of work, such as: working hours (part-time and defined), the way of working engagement (temporary and periodical jobs), the presence of fluctuations (movements and changes) among employees, both between different employers in the same business, so in different activities, etc. (Hodžić, 2005). Previously meant that it was understood that people could work beyond the employment monopoly, so the flexibility of the work process, apart from the negative consequences for the employees (employees) which are first emphasized, has positive effects, such as the protection provided by labor legislation for persons who are engaged on any basis, and whose work has characteristics of employment relationship, regardless of the manner of its establishment and regulation (Jašarević, 2015). That is precisely why all the discussions and all efforts are directed to get work outside the scope of employment, especially in certain areas (such as agriculture, but also tourism) where seasonal jobs and work on the principle of temporality and interdependence are present, into so-called. legal flows and that these same categories of workers are given the same protection as employed

persons or at least adequate protection. Therefore, for some time in the public domain has been announced the Law on Temporary Engagement in Seasonal Jobs (<http://rts.rs/>), where the accent is placed on seasonal workers in agriculture, although there are announcements that it will relate to other activities, especially highlighting workers in tourism. However, the announced draft law, even after a year, is not available to the public nor can its content be known. The whole story of registering seasonal workers is reduced, if it is to be trusted with newsletters, on an electronic application that will be implemented through the Project of the German Development Agency and the Ministry of Agriculture, Forestry and Water Management (<http://mondo.rs/>). Therefore, from the draft of the Law and to the coverage of all seasonal workers, regardless of the activity they are engaged, the implementation of the international project was realized, and the protection of seasonal workers in only one activity - agriculture.

The state of working engagement in tourism in Serbia

In order to start with the initial position in the view of the state of engagement in tourism, where all related activities are concerned, it is necessary to determine how many of the total number of employees work in tourism. According to the data of the Republic Institute for Statistics from 2009 and 2015, it was received the data on the tendency of an increase in the number of employees. Although this increase is not high, with the simultaneous analysis of the Tourism Development Strategy of the Republic of Serbia for the period from 2016 to 2025, or its part concerning labor and personnel in tourism, the authors of this paper could draw some conclusions.

Table 1: *Employees by activities, 2009. godine,*

Employees by activities	TOTAL
TOTAL	1,396,792
Agriculture, forestry and water works supply	45,091
Fishing	1,038
Mining and quarrying	22,287
Manufacturing	339,428
Electricity, gas and water supply	45,817
Construction	78,936
Wholesale and retail trade, repair	193,065
Hotels and restaurants	22,520
Transport, storage and communication	106,739

Financial Intermediation	36,670
Real estate, renting activities	79,783
Public administration and social security	71,222
Education	134,795
Health and social work	162,369
Other community, social and personal service activities	57,035

Source: <http://pod2.stat.gov.rs/ObjavljenePublikacije/G2010/pdf/G20102002.pdf>, p. 90-91; Blagojević & Redžić, 2009, p.254

Table 2: *Employees by activities, 2015.godine*

Employees by activities	TOTAL
TOTAL	1,896,295
Agriculture, forestry an fishing	36,700
Mining and quarrying	22,384
Manufacturing	380,325
Electricity, gas, steam and air conditioning supply	31,356
Water supply; sewerage, waste mamagment and remediation activities	38,117
Construction	88,131
Wholesale and retail trade; repair of motor vehicles and motorcycles	315,010
Transportation and storage	117,083
Accomodation and food service activities	65,368
Information and communication	53,885
Financial and insurance activities	45,818
Real estate activities	5,061
Professional, scientific and technical activities	90,010
Administrative and support service activities	76,884
Public administration and defence; compulsory social security	161,156
Education	132,986
Human health and social work activities	166,456
Arts, entertainment and recreation	31,900
Other service activities	37,669
Employees in hotel industry and tourism	TOTAL
TOTAL	65,368
Accommodation	13,068
Food and beverage service activities	52,301

Source: <http://pod2.stat.gov.rs/ObjavljenePublikacije/G2016/pdf/G20162019.pdf>, p. 62-63

In addition to the changes in the names of certain activities, their separation, merger, etc., it was noticed that the introduction of new activities, such as, for example, "Arts, Entertainment and Recreation", where it could be conditionally considered that this activity could be related to the tourist activity. Also, tourism activity is recognized in statistical data processing when it comes to the number of tourist, etc., while from the aspect of employees, this activity is characterized as catering, or according to the table from 2015 - "Employees in hotel industry and tourism", and separated into "Accommodation" I "Food and beverage service activities". In the Statistical Yearbook of 2010, the activity is referred to as "Hotels and restaurants" and the number of employees is much lower than it appears in 2015. In the literature, for this year (2009), data on employees in tourist activity were found, therefore, apart from hotel and restaurant employees:

Table 3: *Employees in hotel industry and tourism, 2009*

Employees in hotel industry and tourism	TOTAL
TOTAL	61,707
In catering firms	26,034
In catering stores	35,673

Source: *Blagojević & Redžić, 2009, p. 254*

If this figure is compared with the number of employees in 2015, it is noticeable that this number is increasing, but also the different separation of the given activity.

Therefore, employment and work engagement in tourism can be observed considerably wider, so the figures from the previous tables would be higher. If added to it the fact that all the data from the table included only registered employment, without work and work engagement on a different basis, apart from the employment contract, then the relativism of statistics in this field is obvious.

If from the general observation of tourism as a business activity and the number of employees, we turn to the structure of employees, i.e. the professional qualifications of the tourism staff, there are still more differences that exist in this area. Thus, for example, the working status of the top management of an employed person in tourism with the working status of an unqualified person, or a qualified cadres with a secondary vocational training (waiters, cooks, receptionists, etc.) is not equal.

There are claims by some authors that the basic problems concerning tourism staff are the following:

1. The lack of necessary number of managers and professional staff with international experience at the middle and higher level, competent for managing hotel operations, especially in newly built facilities according to international standards that have been raised in the country in recent years.
2. Modernization of the work of higher education institutions in Serbia dealing with education for tourism and hotel business, which should, in a modern way, be classified as student practice in hotel industry, the linkage of the curriculum for all students, as well as the ever-expanding practice that employees pass the training system ("training") through seminars, conference, exchange of experience with foreign managers, interactive training, etc., will result in a significant change in the situation in a positive sense in the next few years.
3. Review of existing curricula at secondary, high-level and university level from the aspect of the labor market, analysis of educational institutions for occupations in tourism and hotel industry, needs analysis for new programs, orientations and occupations, and analysis of staffing needs in the next decade considering the assumption of Serbia's admission in EU (Blagojević & Redžić, 2009).

If it is previously linked to the legal aspect of engaging tourism employees, the main issues may include the large presence of persons in employment, informal employment (underground work), and seasonal employment that is not yet regulated by a promulgated law, which would specify and appropriately solved the rights of seasonal workers.

Analyzing the Tourism Development Strategy of the Republic of Serbia for the period 2016-2025 ("Official Gazette of the Republic of Serbia" No. 98/2016), it was noticed that the problem of employment and human resources in tourism was recognized in the SWOT analysis as a weakness characterized by insufficient quality of labor in tourism and hotel industry. In the later text of the Strategy, human resources are mentioned even in the part relating to the "Tourism Visa in Serbia", where the idea of modernizing, accepting and assuming global standards and models of business and management in tourism is promoted, where he would become a desirable sector for employment career development, especially for young people. With the chapter "Development Goals", the need to increase the number of direct employees in tourism by at least 50% and

increase the number of employees in tourism and complementary activities up to three times is emphasized. Finally, in the section "Models of growth", the need for introducing modern quality standards in the field of accommodation, preparation and serving of food and beverages, raising the level of professionalism and training of staff, as well as education of employees in tourism was emphasized. However, there are no concrete measures to be found, which will be achieved in terms of raising the quality of human resources in tourism, as well as measures that will lead to an increase in employment in this activity. In the light of the above, the authors tried to find this type of measure in other strategic documents, but measures that would apply exclusively to tourism and related activities were not found. The long-term employment policy in the Republic of Serbia is aimed at increasing employment, encouraging employment, fostering self-employment through entrepreneurial activity, and by observing the employment policy as part of economic policy, and not exclusively as a social basis of employment, etc. (Munitlak Ivanović, Vučenov & Andrejević, 2011). However, the current employment policy in Serbia is general, without further concretization towards activities, which each have their own specificities and require special analysis, proposing measures, etc. The capital law for this area - the Law on Tourism ("Official Gazette of the Republic of Serbia" No. 36/2009, 88/2010, 99/2011 - other law, 93/2012 and 84/2015), contains clarification of basic concepts, but not contains provisions of a working-legal character.

The state of working engagement in tourism in Europe

In the European Union, over 12 million people are engaged in tourism and in tourism-related activities. Of course, there are differences between Member States, so Malta is the leading in number of employees in tourism, where one in six people in the country are employed in tourism or in some tourism-related activity. Then, there are Great Britain, Germany, Italy, Spain and France and these five member states employ 68.5% of the total number of tourism workers.

Despite the great world economic crisis in 2008, the 2013 statistics show the potential of tourism activity that has recorded growth and has had a positive impact on other economic activities associated with it.

As for neighboring Croatia, tourism in this EU Member State accounts for 15-20% of total gross product and about 12% of total employment (Sabol

Opačić & Bogdan, 2010). The table below shows the data on the number of employees in tourism in the EU in 2013, as well as the number of employees depending on the tourist activity, because the data and activities related to tourism are processed.

Table 3: *Number of persons employed, by economic activity, 2013*

	Total non-financial business economy ^(*)	Services ^(*)	Tourism industries (total) ^(*)	Transport (total) ^(*)	Accommodation (scope of Reg. 692/2011) ^(*)	Food and beverage (total) ^(*)	Car and other rental (total) ^(*)	Travel agency, tour operators (total) ^(*)	Selected tourism industries ^(*)
EU-28	133 076 972	55 244 131	12 043 560	1 988 400	2 364 233	6 960 025	199 664	492 426	3 252 701
Belgium	2 709 917	1 210 008	:	:	22 245	131 927	4 134	8 773	36 394
Bulgaria	1 864 690	606 534	:	:	39 349	90 996	1 947	5 946	48 301
Czech Republic	3 486 702	1 071 154	186 473	27 288	30 074	115 165	2 060	11 885	47 486
Denmark	1 601 015	639 217	:	:	16 973	41 923	1 532	6 304	32 468
Germany	26 468 059	10 823 695	2 076 514	273 320	499 935	1 176 844	28 804	97 611	662 078
Estonia	400 718	150 405	:	:	6 090	13 060	698	1 766	8 160
Ireland	1 097 444	543 723	:	:	54 145	91 445	1 727	4 602	66 624
Greece	2 198 983	853 200	:	:	74 102	196 549	3 797	11 604	88 143
Spain	10 574 716	4 748 975	1 324 118	:	241 857	841 933	14 863	50 277	325 378
France	15 295 948	6 825 778	1 323 078	398 351	193 283	662 794	27 476	41 172	302 761
Croatia	996 631	347 568	112 055	14 343	30 936	59 714	1 311	5 751	:
Italy	14 407 907	5 545 722	1 404 906	157 048	256 365	932 266	13 535	45 692	325 172
Cyprus	207 254	92 970	:	:	16 778	17 338	638	1 565	19 352
Latvia	584 281	229 221	36 939	6 598	6 089	20 793	1 339	2 120	9 563
Lithuania	869 398	299 795	45 837	5 866	7 446	27 875	1 646	2 904	10 854
Luxembourg	243 372	116 843	:	:	3 437	12 391	404	:	:
Hungary	2 393 877	924 340	152 050	32 599	23 300	87 116	3 387	5 688	31 073
Malta	121 972	57 440	20 258	:	7 790	6 962	:	1 596	:
Netherlands	5 343 971	2 677 890	:	:	75 937	279 782	9 035	22 356	123 379
Austria	2 707 211	1 105 638	333 704	46 328	109 690	162 209	3 697	11 780	129 370
Poland	8 205 480	2 436 109	334 938	100 377	66 066	143 465	7 250	17 770	89 731
Portugal	2 853 849	1 136 541	:	:	54 277	192 533	4 383	9 675	74 832
Romania	3 835 627	1 174 306	215 042	59 617	40 115	102 817	2 638	9 855	59 542
Slovenia	573 850	190 031	:	:	10 135	21 186	359	1 944	13 204
Slovakia	1 401 847	435 793	68 943	12 734	11 976	37 098	1 989	3 146	18 819
Finland	1 457 598	475 170	:	:	8 899	33 601	1 087	4 822	17 007
Sweden	3 027 838	1 326 564	249 989	60 109	45 959	128 391	2 978	12 550	68 139
United Kingdom	18 146 817	9 199 501	2 125 821	232 831	410 985	1 331 752	56 960	93 292	580 731
Norway	1 540 190	625 508	135 389	45 461	29 190	53 238	1 538	5 962	42 804
Switzerland	2 744 454	1 102 948	:	:	66 611	124 138	1 348	15 957	95 189

Note: Tourism aggregates estimated using available data and including 2012 data for some countries. Due to unreliable data at country level, the use of 2012 data instead, and rounding, deviations can occur between total and subtotals.

(*) NACE sections: B-N, S95_X_K (Total business economy; repair of computers, personal and household goods; except financial and insurance activities). IE, EL and FI: 2012 data.

(*) NACE sections: H-J, L-N and NACE division S95.

(*) NACE classes: H401, H4932, H4939, H501, H503, H511, I551, I552, I553, I561, I563, N771, N7721 and division N79.

(*) NACE classes: H401, H4932, H4939, H501, H503 and H511. LT: 2012 data.

(*) NACE classes: I551, I552 and I553. IE: 2012 data. EE, IE, LU and NL including NACE class I559.

(*) NACE classes: I561 and I563. IE: 2012 data.

(*) NACE classes: N771 and N7721. EU-28 estimate not including MT. IE: 2012 data. DK, EE, IE, ES and CH: not including class N7721.

(*) NACE division N79. EU-28 estimate not including LU, IE and FI: 2012 data.

(*) NACE divisions: H51, I55 and N79. FR and SE include class H511 instead of division H51.

Note: Full description of economic activities covered, see under "Data sources and availability".

**: Aggregate not available due to one or more unreliable components at NACE 3 or 4 digit level.

Source: <http://ec.europa.eu/eurostat>

Based on the data from the table, it can be clearly seen that tourism as an economic activity is not equally developed in all member states, and the

indicator of this is definitely the number of employees in that area. Therefore, it can be concluded that tourism as an economic branch is the most developed in the countries that employ most people in tourism. It must also be guided and accounted for by the state and how much employment in tourism is involved in total employment.

Basic characteristics of work in tourism in the European Union

The basic characteristics of working engagement in tourism and tourism related activities in the European Union are as follows:

1. Tourism opens new jobs for women, which the collected data from the table below confirms.

Table 4: *Characteristics of employment in tourism, EU-28, 2014(%)*



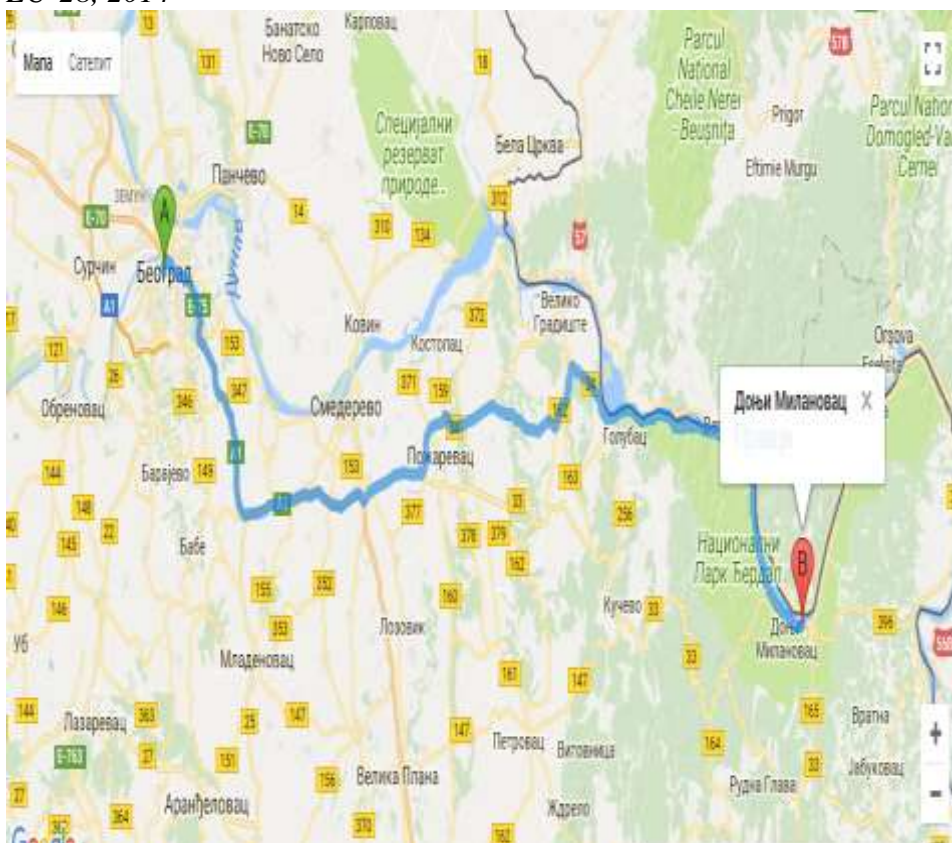
Source: <http://ec.europa.eu/eurostat>

For tourism in the European Union, it is considered that it is the activity that employs the most women, i.e. 58% of all tourism employees are women. However, this percentage is not the same in all Member States, and is slightly lower, for example, in Belgium, Luxembourg and Malta. And here there is a large percentage of working engagement that is less than full-time and is of a temporary nature, but the classical full-time work continues to be the highest percentage of work engagement.

However, seasonal engagement is generally more common in tourism than in other economic sectors. Thus, for example, in the Czech Republic and Sweden, out-of-work employment and engagement is shorter than full-time, almost twice as high as in any other economic activity in these countries (<http://ec.europa.eu/eurostat>).

2. Tourism is an attractive activity for young workers

Table 5: *Share of persons employed by economic activity and age group, EU-28, 2014*



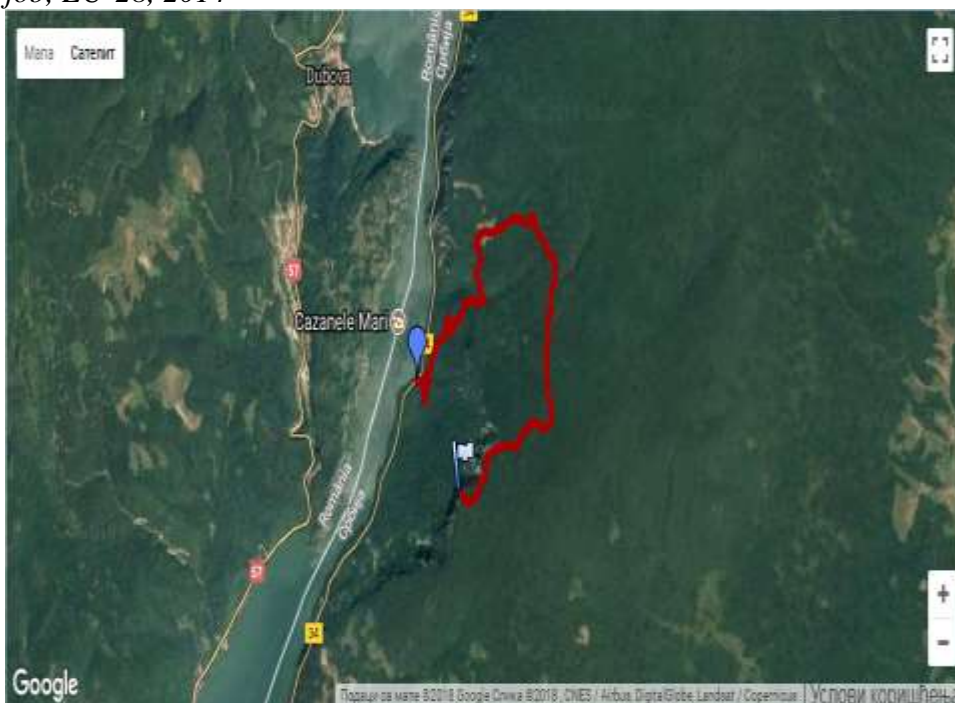
Source: <http://ec.europa.eu/eurostat>

The previous table clearly confirms that tourism as a business attracts young workers, and the reason is that in this activity it is not difficult to find a job, especially for unskilled workers, with a lower professional qualification.

Another characteristic, or sub-characteristic, might be that there are many employed foreigners in this activity (<http://ec.europa.eu/eurostat>).

3. Jobs and employment in tourism are less stable than in other sectors of the economy. This characteristic is confirmed by comparable data with other activities, where tourism is convincingly leading in the percentage of job interval, even less than a year at work in tourist activity.

Table 6: *Share of employees by economic activity and permanency of the job, EU-28, 2014*

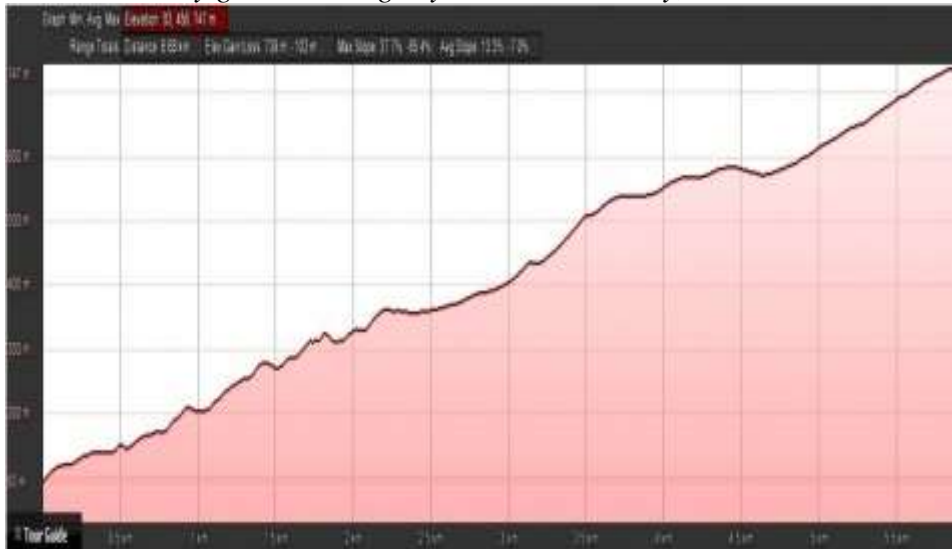


Source: <http://ec.europa.eu/eurostat>

4. The seasonal nature of tourism as a business activity also affects employment in tourism. This impact is greatest on those workers who are hired less than full-time, and therefore in the months that apply to the so-called. out of season, they remain unemployed or change jobs (<http://ec.europa.eu/eurostat>).

5. Daily salaries of employees in tourism are on average lower than daily earnings in other economic activities. In addition to the percentage of employment, job permanence etc. this is another very important feature of tourism business. However, this is not the same in all EU Member States, so the earnings are the highest in the Scandinavian countries and Luxembourg, and the lowest in Bulgaria and Romania.

Table 7: *Hourly gross earnings by economic activity, 2010*



Source: <http://ec.europa.eu/eurostat>

Looking at the table above, it can be noticed that earnings in tourism mostly track the level of earnings and the development of the overall economy of the country, except in the case of Ireland, Iceland, Switzerland and Montenegro.

Conclusion

After analyzing the available statistical data in Europe and Serbia, legal regulations, strategic documents and theoretical discussions on the topic of human resources in tourism, and the ways in which the personnel can be engaged, the authors conclude the following:

1. It is currently impossible to determine the exact number of employees in tourism and related activities in Serbia, as there are indications of a high degree of so-called "employment or persons in employment", and especially of its work, which is called informal employment or underground work. Consequently, all discussions about the methods of engagement are useless, if there are a large number of workers who work on a daily basis, they stick to the determination of working hours and the rules of the work process, receive certain profits for their work in cash or "on hands", but there is no legal basis (any contract) by which they are engaged. In other words, it means that such workers can hardly or not at all protect their

rights from work engagement, because they do not have adequate ways to prove it.

2. There is no clear policy of the state related to the increase of employment (registered or employment – persons in employment) by economic activity, where all the specifics of tourism and related activities could be taken into account (high percentage of women and young people, high percentage of temporary work due to seasonal nature of activity, high percentage of workers fluctuation, etc.). Therefore, in particular, the tourism industry must establish a policy in the education of the necessary cadres in tourism, as well as to encourage the career development of this area, work on their quality (formal and informal).
3. Analyzing the work, there is a close connection between the overall development of tourism as an activity and the improvement of the earnings and work engagement of workers in this activity, and it is necessary to improve tourism and the use of natural potentials in which Serbia is not missing and waiting for them to be fully exploited and used to the general wellbeing of the whole society.

References

1. Blagojević, S., Redžić, V. (2009). Zaposlenost u hotelijerstvu u Republici Srbiji Kao pokazatelj stanja ljudskih resursa u domaćem hotelijerstvu. *Zbornik radova Departmana za geografiju, turizam i ugostiteljstvo*, 38/2009, Novi Sad, 252-264.
2. Bulatović, I., Škorić, S. i Jovanović, V. (2016). Branding the business name. *Economics of Agriculture*, 4/2016, Beograd, 1323-1332.
3. *Dolaze bolji dani za sezonske radnike*, <http://mondo.rs/a1033226/Info/Posao/Sezonski-radnici-elektronski-sistem-za-prijavu-radnika.html>, (20 January 2018).
4. Hodžić, A. (2005). Fleksibilizacija radnog procesa? *Sociologija*, Vol. 47, No. 4, Institut za društvena istraživanja, Zagreb, 371-384.
5. Jašarević, S. (2015). Uvođenje radnog odnosa u Srbiji u kontekstu novih okolnosti u svetu rada. *Zbornik radova Pravnog fakulteta u Novom Sadu*, 3/2015, 1053-1068.

6. *Koncepti zaposlenosti*, Statistical Office of the Republic of Serbia, <http://www.stat.gov.rs/WebSite/Public/PageView.aspx?pKey=26>, (18 January 2018).
7. Kulić, Ž. (2005). *Komentar Zakona o radu*, NIP Obrazovni informator, Beograd.
8. Kulić, Ž., Škorić, S. (2016). *Radno pravo*, Pravni fakultet za privredu i pravosuđe u Novom Sadu, Novi Sad.
9. Munitlak-Ivanović, O., Vučenov, S. I Andrejević, A. (2011). *Dugoročne politike zapošljavanja u EU i Srbiji*, http://ebooks.iien.bg.ac.rs/137/1/omi_2011_01.pdf, (20 January 2018).
10. Sabol Opačić, V., Bogdan, LJ. (2010). Problematika zapošljavanja u ugostiteljstvu i turizmu. *Zbornik Međimurskog veleučilišta u Čakovcu*, Vol. 1, No. 1, Čakovec, 48-58.
11. *Sezonski radnici rade, a nisu zaposleni*, <http://www.rts.rs/page/stories/sr/story/125/drustvo/2374850/sezonski-radnici-rade-a-nisu-zaposleni.htm>, (20 January 2018).
12. Statistical Office of the Republic of Serbia, <http://www.stat.gov.rs/WebSite/userFiles/file/Zaposlenost%20i%20zarade/ZP20/zp20062016.pdf>, p.3, (18 January 2018).
13. Statistical Office of the Republic of Serbia, *Statistički godišnjak (2010)*, <http://pod2.stat.gov.rs/ObjavljenePublikacije/G2010/pdf/G20102002.pdf>, (20 January 2018).
14. Statistical Office of the Republic of Serbia, *Statistički godišnjak (2016)*, <http://pod2.stat.gov.rs/ObjavljenePublikacije/G2016/pdf/G20162019.pdf>, (20 January 2018).
15. Strategija razvoja turizma Republike Srbije za period 2016.-2025. ("Sl. glasnik" br. 98/2016).
16. Škorić, S., Jovanović, V. (2017). Impact of state aid and legislation on development of rural tourism. *The Second International Scientific Conference "Tourism in function of development of the Republic of Serbia"*, Vrnjačka Banja, 1-3 June, 411-428.

17. *Tourism industries – employment, Tourism industries prove resilient to the economic crisis and provide jobs for women and young people*, http://ec.europa.eu/eurostat/statistics-explained/index.php/Tourism_industries_-_employment#Jobs_are_less_stable_in_tourism_than_in_the_rest_of_the_economy, (20 January 2018).

18. Law on Tourism (“Official Gazette of the Republic of Serbia” No. 36/2009, 88/2010, 99/2011 - other law, 93/2012 and 84/2015).

19. Labor Law (“Sl. glasnik RS” br. br. 24/2005, 61/2005, 54/2009, 32/2013, 75/2014, 13/2017 - odluka US i 113/2017).

20. Zakonu o zaštiti uzbunjivača (“Sl. glasnik RS” br. 128/2014).

21. Zdravković, M. (2014), *Iznajmljivanje (lizing) zaposlenih u Srbiji*, [https://www.schoenherr.rs/fileadmin/content-rs/articles/pdf/Roadmap2014_Iznajmljivanje_\(lizing\)_zaposlenih_u_Srbiji.pdf](https://www.schoenherr.rs/fileadmin/content-rs/articles/pdf/Roadmap2014_Iznajmljivanje_(lizing)_zaposlenih_u_Srbiji.pdf), (19 January 2018).