

Full Length Research Paper

Quality of human resources as a key factor of success in tourism market-survey conducted in hotels in Novi Sad

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In a concise way, the paper deals with current issues in tourism business, one of which is quality of human resources in hotel offer, as a key factor for successful business and survival in the tourism market, this paper will result in a synthesis of the theory on the quality of human capital in tourism, success factors or achieving competitiveness and, of course certain methods and measures based on which that will be attainable on the prominently competitive market. The survey included 450 test subjects, and the results that were obtained by application of this method, that is statistical methods and secondary publications point to the current state and degree of quality of the employees and can be the first step in the planning of development of tourism offer of the city of Novi Sad. Data were processed with SPSS program, version 17.0. One of the focal questions of interest is how to affect the decrease of existing problems and rising quality of the employees as key segments of every tourism business.

Key words: Novi Sad, quality, employment, tourism, hotels.

INTRODUCTION

Tourism is slowly but steadily, becoming one of the leading economic activities in the world which according to WTO data from 2009 employed 238 million people and at the same time an activity that generates 9.9% of the world gross domestic product. In the same year there were about 880 million of international tourist arrivals. Novi Sad is the second most visited city in Serbia, after Belgrade (the capital); in 2009, over 114.000 tourists stayed there, with around 210.000 overnight stays. Statistical data point to the fact that the increase in the number of foreign tourists can be felt in recent years. In 2003, they made 23% and in 2009 45% of the total number of tourists who visited this destination (Gajić et al., 2010). Many countries that based their comparative advantages on ownership of certain natural resources are becoming more and more aware of the limitations of these resources and are preparing for the time when these resources will not be present in the amount that can guarantee a high degree of economic prosperity.

Already, those countries are investing large means into higher education of employees because in the near future creativity and knowledge of human resources will be the basis for successful economic development. What managements of successful companies have in common is the awareness that managers and employees are partners and that company goals are not directed only towards instant profit but also towards the fact that drafting of a long-term development strategy has to be based on the drafting of human resource development strategy (Armstrong, 2001). Consideration of the needs of tourism consumers in the process of providing services can be freely understood as complete respect for the consumer (Heung and Lam, 2003). The way of 'communication' with tourist consumers is only a part of achieving quality as a service provider. In the conditions of great changes and increase in international competition which is a direct consequence of globalization and internationalization streams, quality is becoming an imperative of survival, growth and development. This paper gives special attention and importance to the problem of quality employees. The paper includes definition of the notion of quality, human

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resource management or more precisely pointing out the measures for successful improvement of quality of employees with the goal of achieving a competitive position in tourism market. All the data were processed in the Statistical Package for the Social Sciences program system - SPSS. Statistical analysis determined relationships among all variables, with the goal of proving or disproving certain hypotheses that will be given, and which are about the quality of employees and influence on the tourism offer of a city (Gajić, 2009). Successful business in tourism or hotel industry depends on the type of people that work in those organizations. A man is a more complex creature than any technology, and his activity depends on a number of psycho-sociological and psycho-physical components. Man is the end carrier of quality which is especially prominent in tourism as a social activity where human labor cannot be replaced by a machine. Better perspective in the field of quality cannot be expected if intellectual potential is not involved enough (Gursoy and McCleary, 2004). Ideas are not ornaments but tools for creation of the new and nothing can be more profitable than a new idea for which nowadays it is possible to finance a group of people in order to get only one idea from an individual. Education is not a positive activity only from the human aspect but a strictly business activity and, most probably the most profitable investment, which has not been solely a matter of an individual for a long time but a matter of people and wider society because the dimensions of those investments often go beyond the abilities of people (Gajić et al., 2009). It is known that many companies in one way or another, for education of already formed staff spend for the executive staff only more than 10% of all employees' income.

Literature review

In the modern world people's needs are becoming more varied and they are not satisfied by anything in any way (any product or service). Modern, more demanding tourists insist that the services that satisfy their needs have precisely defined quality, whose level is increasing with the development of society and material standard (Baum, 1998). Analyzing the publications about personal management and service quality from 1970s it is easy to conclude that the contents that were dealt with then were also about human labor force, abilities, providing human potential, etc. (Matthieson and Wall, 1982). The most important attitude of the human resource management philosophy today is that human resources are the most valuable and most dynamic resources of an organization. However, the problem of quality is not only directly associated with the services provided and the products but also with the ones who are in direct contact with direct consumers of the services (Gursoy, 2004; Berber et al., 2010). This paper gives a special place and

importance to the problem of quality of employees. Successful business in tourism or hotel industry depends on the type of people that work in the organizations. Staff formation is a never-ending process that initiates itself and for that reason only, it is a permanent acute issue. Also, there is the issue connected to man as a quality factor. Poor quality is actually a consequence of a poor technical, technological and organizational regulation but the main factor in defining criteria and discipline for its implementation is again in the end the man himself. Therefore, responsibility for quality should be viewed from the aspect of tourism employees (Moutinho, 2000; Riley, 1999). What affects quality and how, can be seen in the given outline.

Man is the only factor in the whole process that works with his mind and creates a logical basis for everything more than all the other factors. Only man is able to react and if he cannot remove at least he can pass the information about the negative (Figure 1). An example from 1987 when the Malcolm Baldrige quality award (Malcolm Baldrige National Quality Award) was established speaks in favor of the fact that quality is of great importance and that it is a segment of business that every organization should have. The winner of this award is the Ritz-Carlton Hotel, for the quality of its services and offer where of course the quality of employees is included. In order to get the European Quality Award, the criteria are the following: consumer satisfaction, development of human resources and leadership (Caroll et al., 2005). It can be assumed that improvement of service quality will increase tourist satisfaction which will result in bigger sales and profit. The key to giving quality service is understanding and fulfillment of tourists' expectations. In order to achieve that, it is necessary to create a clear picture of the criteria based on which all expectations are formed while it should be clear that tourists do not value only the outcome of the service but also the experience of participating in it (Shaw and Williams, 2002). It is clear that research of the tourism market is a vital aspect in management. That is the main weapon of improvement of the service provider's ability to understand the dynamics of the market and effective decision-making. Research of satisfaction with services given by employees is an integral part of service quality improvement as well as creation of satisfied and loyal tourists (Piie, 2008). Some theoreticians point out the criteria according to which employees should be hired: quality of work, quantity of work, professional knowledge, punctuality at work, acceptance of messages and advice, attitude towards work, ability and willingness to learn, cooperation with employees, paying attention to security measures, ability to think and readiness to help at any moment, hospitability, attitude and appearance, self command in emergency situations, etc.

Vroom defines motivation as a process of directed choice among alternatives that determine the behavior of an employee. Crouch and Ritchie point out that employee

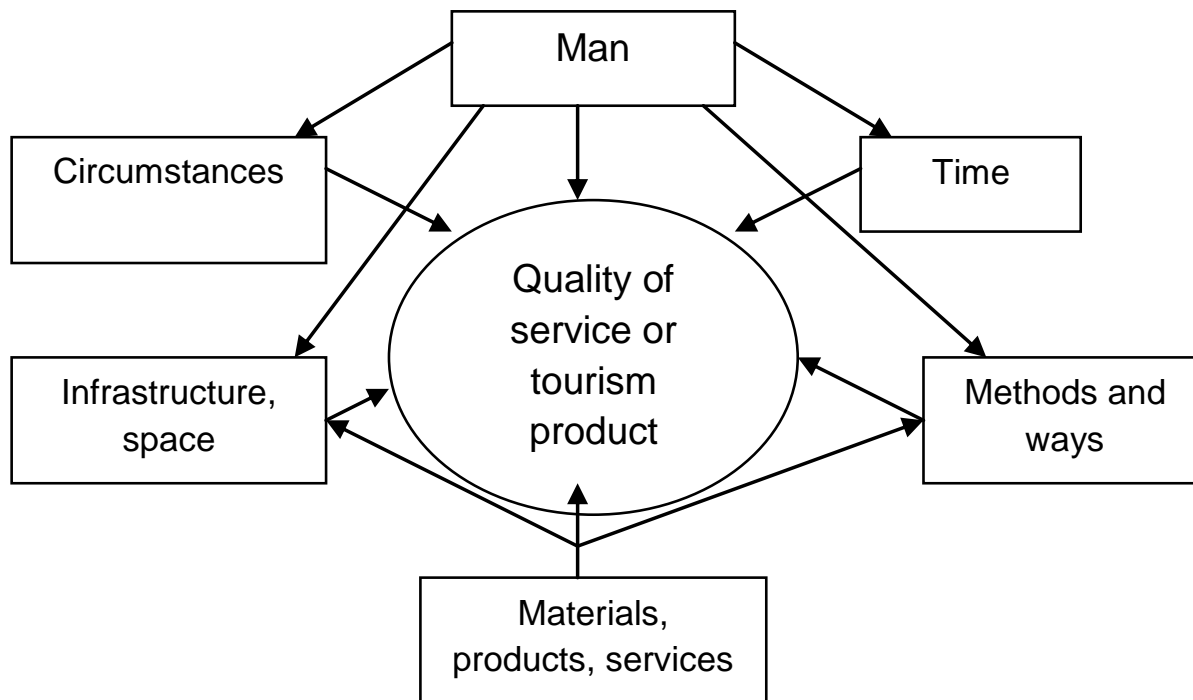


Figure 1. Influence of certain components on the quality of tourism products and services.

quality research is of key importance for creators of tourism development and all subjects in tourism activity on the side of offer. Enright Newton says that a destination is competitive if it can attract and fulfill expectations and demands of potential tourists, as well as that competitiveness is determined by specific factors that are associated with tourism but also numerous factors that affect service providers (Price, 1996; Choy, 1995). On the other hand, Formica points out the fact that in the research of tourism development, expert opinion should be analyzed, as well as tourist opinion but in references most often only research of one of the groups is given (Rosander, 1989). Gomezelj and Mihalič researched tourist opinion in Slovenia, pointing out that tourists can evaluate certain components of tourism offer, such as attractive, receptive and communicative factors but they do not have the knowledge of destination management which is important for achieving position and they think employees in tourism are more competent to evaluate elements of factors that affect competitiveness (Pržulj, 2002). In Hong Kong, Enright conducted a research of competitiveness of this destination where he listed a number of factors for evaluation that are key for successful business (Pechlaner et al., 2005). This research is different from others because it includes factors that refer to general business (human resources, political and economic conditions). They think these business factors are more important than how attractive a destination is. By application of integrated quality model, a research was conducted where 6 determinants were included: inherited

resources, created resources, supporting factors and resources, human resources management, situational conditions and demand conditions (Gursy et al., 2004; Watkins, 2005; Pfau, 2001).

The model of tourism development of Novi Sad is founded on the bases and principles of total quality insurance while the following should be considered: the need to ensure tourist satisfaction by quantitative and qualitative factors of offer, satisfaction of the participants of local tourism offer expressed through possibilities for professional development and productive employment, satisfaction of local inhabitants, constantly paying attention to the quality of natural environment by pointing out positive and negative influence of tourism on the environment and so on (Mckercher and Robbins, 1998). Tourism and hotel management represent activities where dynamics of education is especially important. Development of modern tourism and tourist turnover on national and international scales increase the need for quality services that are given in different forms, kinds and types of economic organizations that deal with those services and that use the achievements of modern science and technology (Page and Connell, 2009). In that way they are adjusting to the growing and more varied demand for those services. Those tourism companies are again associated or affiliated with other economic or non-economic organizations where also the role of the employed staff that has to have a certain level of education, abilities, skills, as well as work quality, which demands permanent improvement and education is emphasized (Welch, 2000; Baum, 1993). Also, there is

prominent need for new staff profiles, their specialization, knowledge development, training for new types of work. In that way, the importance of education in tourism and hotel management is perceived because it has to provide the employed staff with adjustment to new and constantly growing demands in education and service providing. Permanent education is becoming an integral part of a unique system of directed education and it is planned for all degrees or levels of education (Price, 1996; Laros Steenkamp, 2005). If current unfavorable educational structure of the staff is mentioned, the importance of education and development will be understood. It is often pointed out that hotel industry demands new quality of work, and education has the task to renew the gained knowledge as well as to even out the employee structure which is often very heterogeneous. As forms of permanent education there are seminars, courses, conferences and the like.

Organization of education depends in the first place on its purpose, structure of staff that it is intended for, if it is continuing education, development, training, as well as on who proposed it, organized it, how it is financed (Joo and Grable, 2000; Phillips and Louvieris, 2005).

RESEARCH METHODOLOGY AND HYPOTHESES

Tourism is a special branch of economy in all aspects as well as in the fact that research goes from some most simple ones to carefully planned empirical research. Nowadays, questionnaire survey is the most used method because tourism organizations have to know a lot of facts about their end users as well as their satisfaction with the services provided in certain tourism destinations. Questionnaire reliability is an acute question in this type of research and in theory there are several methods to evaluate the reliability coefficients that are based on statistical analyses of the data obtained from the tests (Cranage, 2004). The most used is Cronbach's alpha coefficient which is a method of internal consistency (measures the features of all items of a questionnaire); it was used in this research as well. Cronbach's alpha coefficient was calculated; its threshold reliability value is $\alpha > 0.70$ and alpha coefficient values for the questionnaire in this research are acceptable, they go over the threshold value. It has to be noted that the research used Likert scale with a total of five points from 1 (the worst mark) to 5 (the best mark) that determine the values of given parameters. Only data concerning human resources are given in this paper. Questionnaire survey was conducted in May 2010 in three hotels in Novi Sad: the Park Hotel (5*), the Vojvodina Hotel (3*), the Novi Sad Hotel (3*). A total of 450 questionnaires were distributed from which only 280 were processed (Gajić, 2009). The visitors of those hotels were surveyed. Using interview method, certain data on the employees and of course their opinions on the evaluation of certain determinants were obtained. However, due to poor response and questionnaires returned as well as objective difficulties with accessing the hotels, only indicative data were obtained that should serve as a good example and possible starting point for representative research of service quality in tourism. However, many similar researches included an even smaller sample.

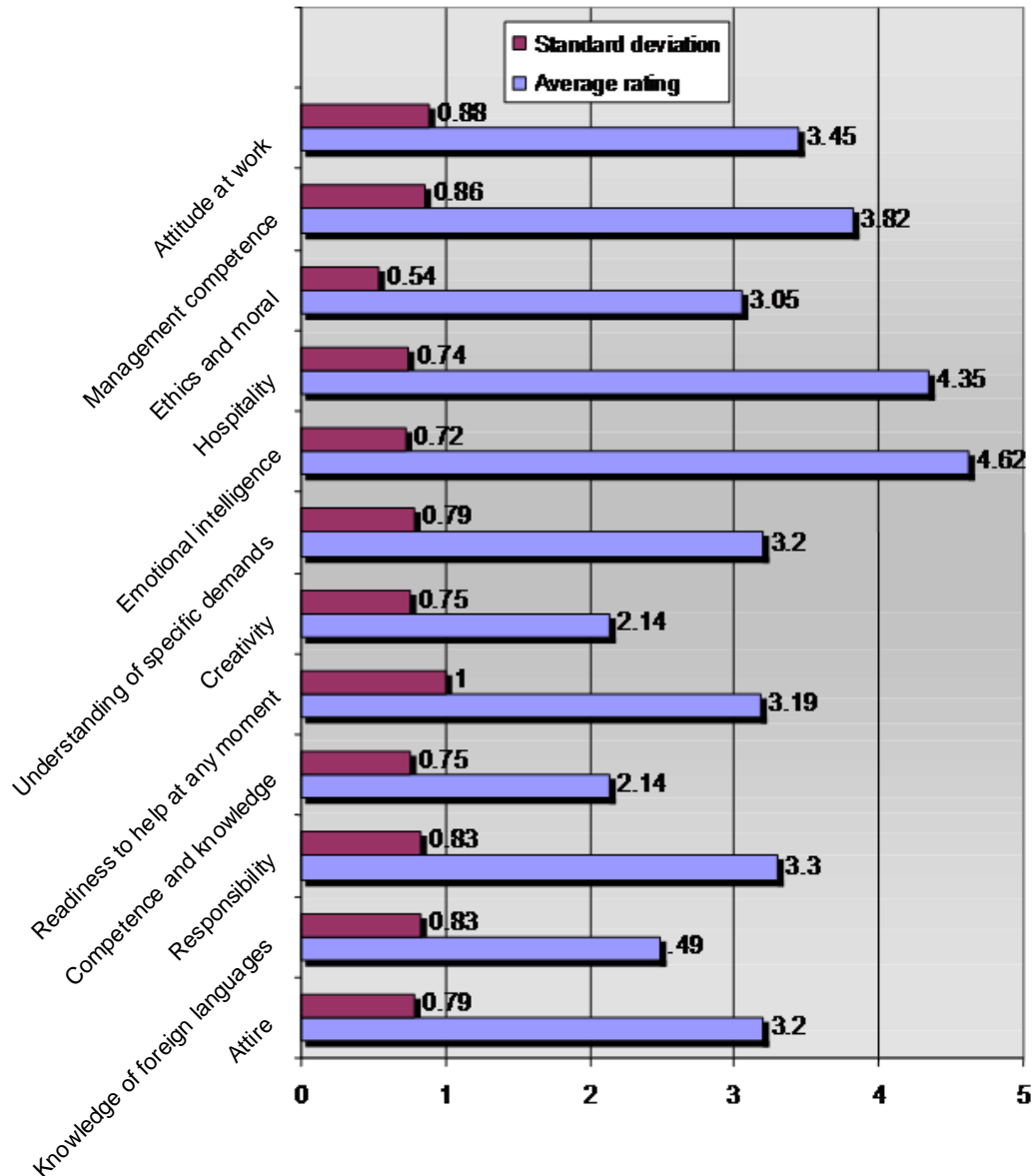
Theoreticians consider about 50 test subjects a representative size and believe that desired research goals can be achieved (Gustafsson and Johnson, 2006). All gathered data and analyses were processed in the SPSS program package. Two basic groups of statistical analyses were used: descriptive statistics (a method

where a group of test subjects is described that is the survey sample and parameters such as frequency, mean values, arithmetic mean are obtained) and deductive statistics (a method of drawing certain conclusions and hypotheses testing) (Gajić, 2010). There are two types of tests in statistical practice: parametric (data from interval scale and they are distributed normally) and non-parametric tests (used for phenomena that cannot be quantitatively measured, but are expressed in frequencies and ranks). In this research, the parametric test was applied because the data used in the analyses are from interval scale and are distributed normally. In order to describe the phenomena more completely, variance measures or deviations from central measures are used. The most reliable measure of variability is standard deviation (σ) which shows average measure of the deviation of the feature value from arithmetic mean (the value is always positive or zero). It is calculated as a square root of average sum of squared deviations. Arithmetic mean (M) shows mean value in distribution of frequencies, and is calculated as a quotient of the sum of all obtained results and the total number of results. Graph 1 shows the results of average marks and standard deviation for the total of 12 determinants that identify employee quality in the hotel and tourism sector. Arithmetic mean value for the given determinants is 3.24 ($M = 3.24$). The conducted questionnaire survey included human factor as an important element in tourism development management. Tourists evaluated some of the most important characteristics that the employees in tourism and catering facilities should possess. Tourists' satisfaction very often represents the main link in the development and improvement of tourism activity. The survey had greater significance and the main goal of the research was to point to what degree tourists were satisfied with certain services and, in that way obtain the information if and to what degree their demands and expectations were fulfilled on one hand and, on the other hand how it is possible according to the results to make any corrections in order to achieve positive results in tourism economy and in general for the survival of the destination itself in the tourism market.

The main hypothesis in this research is: HO- quality of employees in the hotel and tourism sector in Novi Sad is unsatisfactory and demands great changes. Some sub-hypotheses can be derived from this one are: H1- the weakest determinant of quality of human resources is possession of adequate competence and knowledge in the area in which they are employed as well as insufficient knowledge of foreign languages; H2 - the strongest determinant of tourism development based on employee quality is associated with emotional intelligence and hospitality. H3 - there are statistically significant differences in the test subjects' attitudes on average marks of certain determinants listed in the research. H4 - employees in this sector are not motivated enough and decreased interest in further educational measures is present.

RESULTS

Table 1 shows socio-demographic characteristics of the test subjects where it can be seen that the sample of the 280 surveyed subjects is dominated by domestic tourist structure and male population (59.4%) versus female (40.35%). The largest number of subjects is up to 40 years old (53.21%) and highly-educated test subject structure is also present where 66.07% graduated from college. The largest number of the subjects works at republic government institutions (84). There are 73 who work as managers in certain institutions and a significant number of them work as professors in different higher



Graph 1. Descriptive statistics for certain determinants of quality of human resources in hotels in Novi Sad.

education institutions (42). There are only 32 subjects that work in tourism and hotel management (work directly or indirectly) and 26 work in health institutions. The smallest number of subjects is only 12 students.

DISCUSSION

Based on the results obtained, it can be concluded that the situation is not the best and what is expected when it comes to a destination that strives towards a better position in tourism market. Employee hospitality is one determinant that got a higher average mark of 4.35 with deviation of $\sigma = 0.74$. It is widely known that Novi Sad is a

multi-national environment and that people from this area, local inhabitants are known to be highly hospitable. However, the highest mark was given to emotional intelligence as an extremely important factor which the quality of the service and satisfaction of the service user depend on. In the core of this personality trait is recognition of other people's emotions and ability to control own emotions. Tourists often have complaints about service quality even when they are not right because they had higher expectations than it is assumed for the level of service defined by standards. Those tourists can be very loud in setting their unjust demands and can make the atmosphere unpleasant. The employees that come in contact with such a guest have

Table 1. Survey results.

Questionnaires distributed total 450		Absolute frequencies	Percentage (%)
Questionnaires answered total 280			
Tourists	Domestic	189	67.6
	Foreign	91	32.5
Gender structure	Male	167	59.4
	Female	113	40.35
Age structure	< = 40	149	53.21
	41-55	119	42.5
	>55	12	4.28
Educational structure	High school	95	33.92
	College	185	66.07
Employment structure	Employees in republic institutions	84	30
	Professors-assistants	42	15
	Employees in tourism and hotel management	32	11.42
	Employees in health care industry	26	9.28
	Managers	73	26.07
	Students	12	4.28
	Other	11	3.92

to be very patient and listen to the guest's remarks very carefully. Average mark for this determinant is 4.62 and standard deviation $\sigma = 0.72$. Employee readiness to help at any moment got the average mark of 3.19 ($\sigma = 1$) and understanding of specific demands of 3.2 ($\sigma = 0.79$). As it was said in the previous passage, the people from this territory are known to be kind and sociable so it makes sense that the question on the employee readiness to help at any moment will get positive marks or satisfaction by visitors. Respect of ethical and moral norms builds upon these determinants which are of course at a satisfactory level with the average mark of 3.05 ($\sigma = 0.54$). Employees in most cases respect norms and rules of conduct which is proven by the average mark of 3.45 with standard deviation of $\sigma = 0.88$. When it comes to knowledge of foreign languages, it primarily refers to English and German. Most employees do not know these languages well enough and they do not speak them which is confirmed by the data from the survey, where this determinant got the average mark of 2.49. The average mark for creativity of 2.14 ($\sigma = 0.75$) tells how much employees contributed to it while doing their job.

Creativity is the ability to develop ideas and discover new ways of looking at a problem. Creative thinking has become a key business skill, and human resource managers together with employees are leaders in development and application of that skill. The biggest obstacles for creativity are deadline pressure,

unsupportive management, pessimistic employees, stiff company policy, lack of motivation, etc. Tourists' opinions on management competence are expressed by the results where this segment got the average mark of 3.82. However, a large number of tourists did not have close contact with managers, and those who had an opinion were mostly tourists dissatisfied with some services where they were looking for persons responsible for their dissatisfaction. It can be said that the main characteristics of modern tourism market is dynamism due to technology development as well as pressure from competition and constant increase of expectations and demands by tourism consumers. Of course introduction of new products and services, new strategies creates instability of tourism market because companies are constantly struggling not only to accept new things but also to maintain their position. However, in the constant struggle to survive or maintain firm position in the market, quality is by no means a key part of success. However, the results obtained point out that thing is not improving as it was expected when it comes to human resource management. It is necessary to correct many things in order to achieve the desired success. It is a generally accepted assessment and opinion that in the previous period, tourism services in Serbia were developing in an extremely unfavourable environment. The last decade of the 20th century is characterized by the well-known events (economic isolation, war in the former republics,

Table 2. Average quality evaluations of certain segments of tourism offer of Serbia.

Elements	Serbia	Novi Sad
Information and presentation	2.6	2.7
Availability and transport	2.8	3.1
Tourist signalization	2.4	2.8
Natural and cultural heritage	3.7	3.6
Accommodation	3.0	2.9
River tourism	1.7	1.8
Restaurants	3.8	4.1
Activities	3.0	3.3
Communal infrastructure	2.9	2.8
Human resources	3.9	4.0
Laws and legislations	2.6	2.5
Demand	2.8	2.9
Other	2.7	2.9
Average mark	3.1	3.2

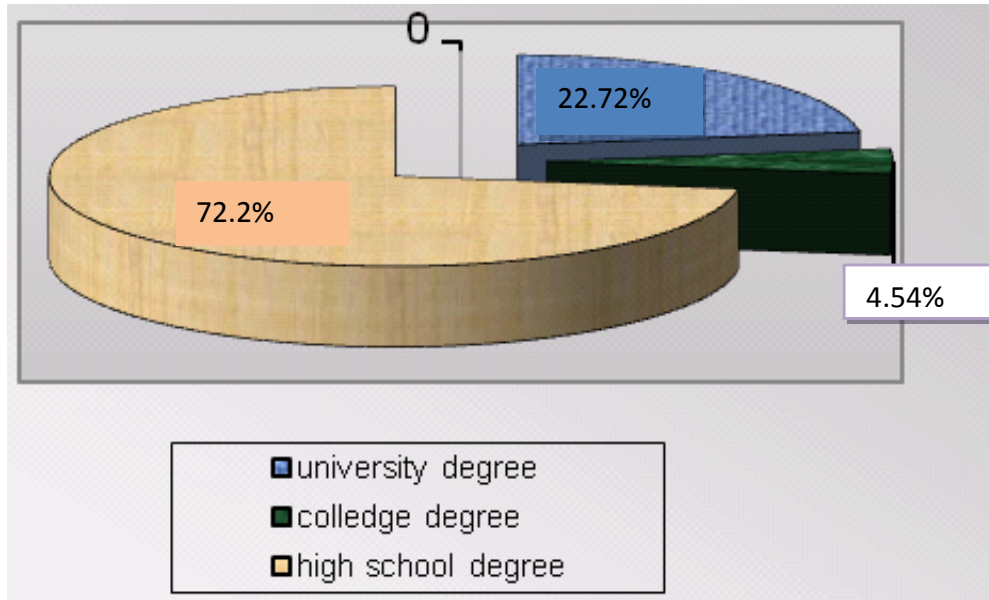
Source: Strategy of tourism development in Serbia, 2010.

the issue of Kosovo, bombing, etc.) that deformed relationships in economic and social development of Serbia and by that in the tourism sector as well.

A new phase in economic development started at the end of 2000 with the process of lifting economic and political sanctions and inclusion into world economic course. These changes were important especially for tourism development which by its nature can hardly function in conditions of isolation of national economy. Stagnation and decrease of Serbia's share in international tourism turnover happened at the very time when other countries mostly noted high growth rates of foreign tourist overnight stays and foreign currency income. Service quality is gaining new dimensions in modern conditions on the market so quality policy is bound to be the main segment of every business in tourism and hotel management. Profit is not an adequate measure of success in present day competition (Bartunek, 1997). Market expansion or achievement of strong position, perspective-wise are certainly narrowly associated with quality of not only products and services but also employees in tourism and catering facilities. Modern tourism business is investing more and more in the quality of human resources because that provides quick and certain success (Lucas, 1999). Table 2 presents results of a similar research that was conducted on the whole territory of Serbia and Novi Sad. It can be seen that the research took into consideration many determinants that define quality of the offer among which of course is quality of human resources as the key factor of successful development. Actually, the already described situation or conditions under which tourism in Serbia developed caused the poor quality of the offer of services and products as well as employees themselves. Unfavorable situation that the whole economy was in

reflected onto employee education, so tourism employed a large number of unqualified staff which it has to be said is the leading problem nowadays. It takes many years to change things and implement corrective measures in order to employ more competent and trained persons in this sector because that is the only sector of the economy where human labor is most responsible for quality and success. For all activities associated with improvement of quality and reliability, human factor is certainly always present as a prerequisite for implementation of all activities and achievement of optimal efficiency of the activity especially in tourism where man is the direct consumer of all services and products.

Graph 2 shows educational structure of the employed staff where it can be seen that most employees have high school education (72.72%), around 4.54% college education and 22.72% employees higher education. On the territory of Novi Sad there are a large number of educational institutions that are slowly introducing more and more departments for education of staff for working in tourism and catering. It has to be pointed out that apart from education it is necessary to implement a number of other measures and activities in order to improve the situation, starting from economic situation. Many people nowadays think that working in tourism is actually an easy job so in the recent years there has been a significant influx of labor from primary sectors into the secondary. However, some theoreticians emphasize how easy it is to work in tourism and confirm that with data this sector has the following gender structure: 69.09% of women and 30.91% of men employed in tourism and hotel companies in Novi Sad (Figure 2). Research results confirm the given hypotheses. Novi Sad is a city that did not give a complete package of quality services in its offer, of course for the reasons already given. Services



Graph 2. Educational structure of employed staff (Source: compiled based on internal documentation of the hotel).

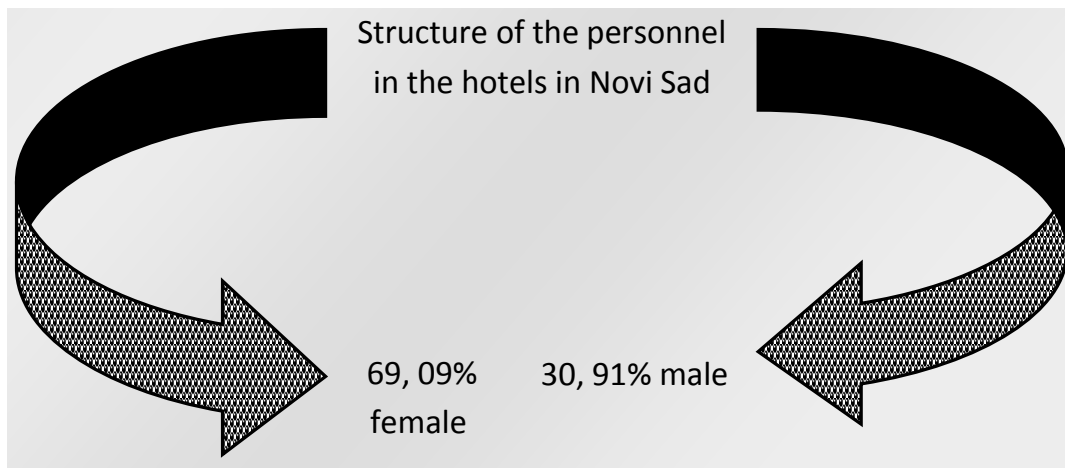


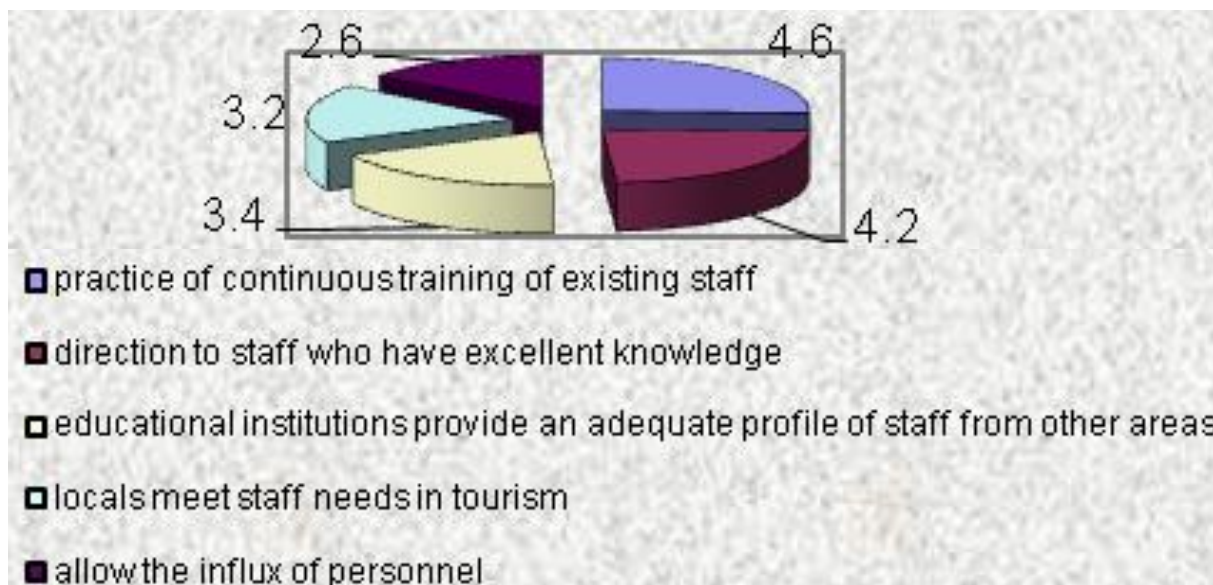
Figure 2. Gender structure of employees in tourism sector in Novi Sad (Source: compiled based on internal documentation of the hotel).

associated with quality of employees in tourism as well as hotel management sector got worse positions. The worst marks were given to determinants associated with staff education that is, their knowledge of foreign languages and competence and creativity at work in general. Best evaluated segments of the offer are certainly associated with hospitality, readiness of the employees to help at any moment because those are actually important qualities of local inhabitants. It can be concluded that the main condition needed to provide vitality of tourism and catering companies is actually quality of all services and products, in the first place employed staff. In order for a

service to be qualified as a complex tourism service, it needs to fulfill all tourists' expectations in all segments of the offer. That will of course be achieved only through quality as an imperative for survival of any company.

Permanent education as a corrective measure in the improvement of tourism business

Education is an activity within social division of labor which improves human knowledge and abilities and which contributes to molding of human personality. It has



Graph 3. Opinion of management staff employed in hotels in Novi Sad (Source: Compiled according to data obtained through interview survey, 2010).

to be pointed out that education has economic function because educated staff is one of the important factors for development of production forces and increase of productivity in a society and by that at the same time for improvement of social development. Namely, education has a direct and indirectly economic effect. Accumulation of knowledge understood as production of knowledge in the process of educational and research work and as transfer of knowledge in the educational process is gaining quality in modern society. According to recent surveys, it is pointed out that elementary education increases working ability by 30 to 40%, high school education by 100% and higher education by up to 300%. Russian experts calculated that each ruble invested in expanded production increases national income by 0.39 rubles, and a ruble invested in knowledge and education by 1.45 rubles. It can be concluded that education is the most important factor of every success in development and according to that in tourism as well (Riley, 1999). Development dynamics of technology and science influences the fact that gained knowledge becomes outdated quickly and has some shortcomings. According to some researches, knowledge can decrease by almost a half within 8 years. Development also changes tourism staff structure. On one hand, staff with new experiences and education is in demand and then on the other hand in some economy sectors there is a surplus of such labor force. Based on the research conducted in hotels in Novi Sad certain conclusions were drawn when it comes to attitudes of hotel management about educational structure and importance of education in general for more successful business. Graph 3 presents the results of the research. It can be seen that managers are mostly interested in education of already employed staff (4.6%)

but that the business should actually be based on staff that have ultimate knowledge in the area they work in. Hotel management also thinks that educational institutions have significant influence to provide and produce adequate work profiles (3.4%). However 3.2% of test subjects said that domicile population satisfies employee educational structure and that it is not necessary to influence mechanic intake of labor force from other areas to such degree which is the case in the country in the last few years.

In some countries a large number of professions completely disappear; then, again, completely new professions are created (Dredge and Jenkins, 2007). Outdated knowledge demands revision of the acquired, updating and acquisition of new knowledge. Education or development of staff can be organized in different ways and in different forms, of course within certain institutions. Contents of continuing education can be acquisition of new education or professional training and improvement of existing tourism staff who already possess a certain degree of education. Some principles of continuing education can be: to ensure continuity of education, prevent dissipation, connection among different forms of action and goals and types of education, adjustment of education system to social systems where they are implemented, use of a large number of educational and mass media means as well as training of people with all levels of education for the way of life and work in constant changes (Miner and Crane, 1995). What really needs to be determined are the main problems of education, considering the rapid change of this economic activity from classical, local tourism and hotel management into an industry. The starting questions are the following:

- i) What is the main goal of improvement?
- ii) What form of education will give the best results, considering the tasks set?
- iii) What profiles of attendants need to be included in the educational programs?

According to the same research in hotels in Novi Sad the following results were obtained. Out of 60 people surveyed 88% said that they were satisfied with their job although they did not give many details on why they were satisfied or if they were satisfied with external (salary) or internal aspects of the job. It has to be pointed out that tourism organizations wish to achieve the top in the tourism market and the condition for that are quality services given to tourists which again directly depends on the employed staff. Average salary per inhabitant without taxes and contributions in tourism sector in Novi Sad was 15.610 RSD (about 150 euros) in March 2009. In the same period the highest average salary without taxes and contributions was recorded in Beočin municipality with the average of 36.030 RSD (360 euros) and then, after that in Novi Sad with average salary of 34.930 RSD (340 euros). The highest average salary for March 2009 was registered in sectors of financial intermediation and mining of ore and stone with over 56.554 RSD (560 euros) (Gajić, 2010). The key for satisfied labor force is in several business steps: motivation of employees and inclusion in communication with managers; recognition based on positive feedback from tourists to make jobs more interesting by job rotation to influence the understanding of the importance of team work and feelings of belonging to an organization turning job into career and the like. That shows that tourism organizations should adopt some advanced techniques for human resource management.

Several initiatives are suggested that companies could adopt: actions for acquiring local labor force directed towards groups of potential employees that is married women; local transport, accommodation and childcare arrangements in order to attract employees who otherwise would not be able to work for a company; flexible shift schedule in order to meet employees' needs; improved benefit packages for employees, changes in the product whose goal is lower price of labor which often includes lowering of service level and de-qualification (that process is called McDonaldization); use of technology as a part of the initiative for savings in labor force; strengthened program of internal education.

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