
HUMAN RESOURCES STRATEGIC MANAGEMENT IN KOSOVO TOURISM BUSINESSES

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Abstract: Recent developments in the field of strategic management yield results in the contribution that can be made towards the success of tourism businesses to become an important part of the country's strategy. The Government of Kosovo should create a platform that should be designed and dedicated specifically to promote tourism and to provide all the information related to tourist destinations. The field of strategic management contains spectrum elements broad of time-consuming developments and challenges that tourism businesses in Kosovo must face. Human resources management has become an important instrument to study how tourism human resource businesses can create influence for developing trends and their performance. Possessing creative knowledge and practical skills, is a useful element to provide quality tourism services and enhance the competitiveness of Kosovo tourism with the countries of the region and beyond. Our country should create a strategy by experts of management and tourism, a practical strategy management for touristic businesses of the country that can have developed tourism and an economic incremental from tourism.

Keywords: Human resources, tourism businesses, strategy, Kosovo.

1. INTRODUCTION

Human resource management is a consequence of the fact that businesses require employees to work and produce more than rewarded. Human resource management has gone through some lengthy development processes until it has achieved the importance it has today, one of the most important management functions in businesses.. Human resource management is that part of the management process focused on human relationships and ensuring their well-being, in order for them to make a significant contribution to the work.. Service delivery organizations are increasingly feeling the pressure of competition arising from the differentiation created by better human resource management and coordination. Promotion of tourism businesses will provide new opportunities for successful development and proper management of tourism areas development and will contribute directly to product development, tourism services, marketing and sales, research and technology, infrastructure development and improvement human resources. Strategic Human Resource Management aims to identify tourism and economic potentials in urban and rural areas and to propose a series of recommendations that will contribute to promoting sustainable economic development of well-resourced tourism businesses in Kosovo. development and impact of tourism business as a promoter of the country's economic development by tourism businesses.

2. IMPACT OF HUMAN RESOURCES ON BUSINESSES

Human resources are the biggest asset in a business, as all development depends on their work and commitment. Every business aims to maximize profits. Since hiring the right person, at the right place and at the right time is important for any business, a human resources strategy is to apply HR planning purposefully, calculate requirements. for human resources, starting with the business plan. There is also a need for vertical or bottom-up integration to ensure that HR strategies are aligned with the business strategy (N.Krypa, 2017). Hotel business managers are faced with the need to think and act strategically, thus facing numerous risks while working. Their task is to formulate successful strategies to achieve competitive advantages in the tourism market. According to this, it can be said that strategic planning is a substantial activity, with which managers create a product that will be more attractive to tourists than the competition product (Kelmendi & Kovaqi, 2017). The manager represents the person who is responsible for the planning and orientation of the overall business of the business through the organization of activities for all employees (Kelmendi & Kovaqi, 2017). Tourism development is always assuming its full role and function where as part of the service sector it is being transformed into the size of a prospective industry so called genuine tourist offer (Selimaj & Millaku & A.Dreshaj , 2019).

3. TOURISM BY REGION IN KOSOVO

According to the United Nations World Tourism Organization (UNWTO) 2015, Tourism statistics are the most important tool for analyzing the situation and trends and are at the forefront of reporting and awareness of the growing importance of the sector. Tourism statistics support evaluation and provide information to tourism

stakeholders on the feasibility of their programs and projects. In this way, strategic decision making becomes easier when statistical data is available and current.

A fundamental challenge for tourism development in Kosovo is the lack of statistical data for the sector; therefore gathering this data is not easy and many other data sources are needed to bridge the gap and create an approximate figure of tourism statistics.

At present, there is no comprehensive statistical data on tourism in Kosovo regarding its economic impact on national GDP. Tourism-specific statistical data are not collected or mentioned in the reports of the Kosovo Agency of Statistics, and the sole contribution of the Kosovo Agency of Statistics (KAS) to the tourism sector is to report only on Hotel Statistics (Dula, 2018). The main objective of the Hotel Statistics Survey is to highlight the tendency of developing this economic activity in Kosovo. Through these statistics, trends are presented in quarterly periods in this sector. These economic indicators enable the data to be comparable internationally given European standards for quarterly statistics.

Table 1.

Nr	Regions	TM 2 2017 Visitors Nights	TM 2 2018 Visitors Nights	TM 2 2019 Visitors Nights
1	Gjakova	778 1,244	822 1,323	813 1,245
2	Gjilan	621 988	926 1,691	1,184 1,380
3	Mitrovica	1,467 1,456	1,850 2,145	1,990 2,027
4	Peja	7,380 12,712	9,819 16,746	7,493 16,546
5	Prizren	5,674 7,028	6,490 9,862	6,107 6,480
6	Pristina	4,167 5,461	3,870 5,001	5,420 8,579
7	Ferizaj	860 920	1,226 1,777	1,106 1,414
Total		20,945 29,809	25,005 38,545	24,113 37,670

In TM2 2019 the number of local visitors is 24 113 while the number of their net-stays is 37 670. The highest number of visitors is observed in the Peja Region with 7 493 visitors and 16 546 net-stays (Agjencia e Statistikave të Kosovës ASK ,2019). Tourism involves the activities of persons traveling and staying in countries other than their usual place of residence for a period not exceeding one calendar year and the purpose of this journey is leisure, business and more.

Table 2.

Types of accommodation units	Unit	Rooms	Beds
Hotels	214	4,457	7,195
Motels	177	2,132	2,836
Inns	10	46	99
Hostele	9	43	171
Apartments	15	25	32
Bungallo	41	374	768
Gjithsej	466	7,077	11,101

4. QUALIFICATION OF HUMAN RESOURCES IN TOURISM

Tourism development and full intensity, both in the world and in our country, must be followed by the adequate policy of professional development of the tourism staff by the society, in order to be able to organize business and technical activity in the sectors. of tourism (Recica & Millaku, 2014). In tourism there can be no jobs without having to do with the guest. For this reason the profile of the tourism staff must respond to the complex needs of tourism as

well as the various specializations required for many tourism jobs. Now Peja has the University to prepare the necessary staff in the field of tourism (Recica & Millaku, 2014). For the country to have developed tourism, it must have personnel who will develop a strategy for the development and management of tourism resources in the country, based on the practices of countries that have developed tourism. Human resource management (HRM) is concerned with all aspects of how people are employed and managed in organizations. It covers the activities of strategic HRM, human capital management, knowledge management, corporate social responsibility, organization development, resourcing (workforce planning, recruitment and selection and talent management), learning and development, performance and reward management, employee relations, employee well-being and the provision of employee services (Armstrong & Taylor, 2014). The development of tourism and its intensity, both in the world and in our country, must be followed by the adequate policy of professional development of the tourism staff by the society, in order to be able to organize business and technical activity in the sectors. of tourism.

5.THE ROLE OF THE OKT IN KOSOVO

Entities mandated for a country's particular tourism development policies play an important role in the development of modern tourism. As competition in the tourism industry is constantly increasing due to numerous factors such as transport, overcoming bureaucratic obstacles and other important factors, it drives countries to undertake coordinated activities aimed at enhancing destination competitiveness. In many European countries, what is commonly referred to as the National Tourism Organization (OKT) are significantly mandated to improve the management of the tourist destination. These organizations are primarily responsible for marketing and managing a destination.

The OCT-s include the following:

- Promotion of tourism;
 - Demand forecast;
 - Monitoring tourist enjoyment;
 - Emerging markets research;
 - Identifying all segments that have the most potential;
 - Providing information to stakeholders;
 - Education related to tourism; • Developing marketing intelligence;
- Market research for tourism. However, mandate and responsibilities may vary from country to country, depending on practices and legislation (Zejna, 2017).

6.SUCCESSFUL HR STRATEGIES

Referring to previous research, Hobelsberger (2014) asserts that sustainable HRM tasks are twofold:1) develop HR strategies based on a systematic, long-term approach to stimulate and support the organization's sustainable strategy; and 2) contribute to the survival of the organization by attracting, retaining, developing employees and maintaining quality HR. (Wikhamn et.al, 2016). So, strategic HRM involves a series of activities developed by HRM to effectively manage people and contribute to the effectiveness and goals of the organization. The main areas of concern for academics and practitioners have been the links between HRM and business strategy or HRM and high performance practices. The necessity of developing HRM as a strategic and influential aspect of management practices stems especially from the necessity of integrating business strategy with organizational culture and high engagement and performance objectives.. Wikhamn et.al (2016), conducted a study at 149 hotels to evaluate the relationship between innovation and different types. In this study, the authors assumed that the human capacity of the organization positively affects this relationship because employees will feel prepared and supported in their work role. The results of the study argue that critical human interactions within organizations are responsible for performance outcomes. The applied HRM practices depend heavily on these interactions.

Although most findings support the idea of a positive relationship between HRM, this relationship is undoubtedly not simple because it is mediated by different factors that influence different species. In conclusion, it is important to pay attention to sustainable HRM practices and if organizations seek sustainable competitive advantage, then they should consider designing and implementing HRM practices that focus primarily on competence. and employee well-being (Qiqi, 2019).

7.CONCLUSION

The purpose of this paper is to encourage universities to provide specialized knowledge on tourism businesses, in particular those related to, innovation and business management training.

The Division of Tourism (MTI) should be advanced and / or transformed into an independent Department of Tourism and should be given more responsibility for developing tourism policies and strategies and for coordinating activities.

For a good functioning of the tourism service channels it is necessary for a business to have adequate staff, fully knowledgeable to define roles and manage the business.

The country needs strategies to be competitive in the tourism market economy using country specific resources.

Develop tourism quality standards for different products and services. Improving existing standards and developing new standards based on good practices (e.x. HOTREC/EUROSTAR) for the classification and categorization of hotels and other accommodation facilities should be considered by relevant institutions in order to improve the experiences of tourists and to compete in the accommodation sector.

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