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**MANAGEMENT COMPETENCIES FOR CREATING EFFECTIVE STRATEGIES
AND CONTROL AS FACTORS FOR THE DEVELOPMENT OF HOTEL
MANAGEMENT IN PEJA MINICIPILATY**

-A self summary of the doctoral dissertation-

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Management competencies for creating effective strategies and control as factors for the development of hotel management in Peja Municipality

Tourism and hospitality as its essential part, is now facing a number of challenges that make tourism market especially sensitive, complex, dynamic and highly competitive. Among them, the globalization and the internationalization of the economic processes have the priority impact. The fact that this process of globalization contributes to the economic, political and cultural development, directly reflects the increase in leisure travel in new, unknown and remote areas outside the boundaries of nation states. Increasing the mobility of people, enhancement of telecommunication lines, the emergence of the Internet and the increasing number of people whose financial capability provides the ability to use vacation and trips to target tourist destinations, increasingly affect the strengthening of the international tourism. There is no tourist spot which is not covered by the process of globalization and its effects. The impacts of the global economic trends make tourism market highly competitive. In such conditions, the competitiveness of the hotel services is the key to success or to failure of any hotel, and of the tourist destination as a whole.

Kosovo, as a young state, after arduous economic and political processes handled in the last century, in the first decade of this century faced many difficulties in the field of economy, health, education and tourism. She appeared very late at the tourism market due to the position she was in Yugoslavia and due to the lack of an adequate transportation network. After the construction of the Adriatic Highway, after 1971., Kosovo began to assert as a potential tourist market. By this time, tourism in Kosovo was not developed at all. The basic concept then was to develop local tourism. The neglect of tourism influenced its economic and social development. Problems existed in urban areas also, in terms of catering and accommodation capacities.

In 1970, in Kosovo it was started exploring possibilities for tourism development, construction and modernization of the road network and construction of the material basis of tourism. The basic criterion for increasing interest in tourism development is the impact that tourist trade has or should have on the employment rate and the amount of revenues.

Today, tourism in Kosovo, focusing on several municipalities including Peja, is characterized by continuous development and high sensitivity. Faced with uncertain factors,

whether internal or external, holders of tourist offer and its offer within the hotel, turn to attract the attention of the international tourism public in order to exploit the natural and cultural values. As a sector of the economy, the role and the importance of tourism is widely accepted because it helps in the growth of gross domestic product, improving the balance of payments, creating new jobs, increase investment and promote the development, whether it be local, regional or nationwide.

Municipality of Peja is one of the most important and most attractive tourist regions in Kosovo. Its rich cultural heritage created by ancient civilizations all the way to a new era, presents a part of the world cultural heritage. Peja municipality is also known by its natural beauty and attractions. All these motives, values and traditions, have contributed the municipality of Peja to point out as quite attractive place for foreign visitors and a significant potential for development of tourism and its greater involvement of the international tourism market. Conducted so far researches indicate that besides the advantages of Peja as a tourist destination such as the natural and cultural values, positive attitude of the population towards tourism, gastronomic services and offering traditional meals, entry to private colleges and universities in the field of tourism and hospitality, inclusion in projects of international organizations to increase the capacity and quality of staff in the field of hospitality and tourism, there are also a lot of shortcomings. More significant weaknesses are: lack of awareness of the population for tourism and hospitality as a source of well-being and development of their career, the lack of a national program for tourism development, poor quality of hotel and tourism services, lack of professional trained staff, poor mobility of labor force in the hospitality and tourism in general, and the lack of competence in management personnel in tourism and hotel management of the Municipality of Peja. In light of these conditions, the hotel business in this community can and should strategically guide. A key role in setting and implementing strategies for the development of quality hotel supply has the management staff of the hotels in this municipality. With his abilities and skills the managers are a factor for facing the challenges and successfully running the hotel through the changing and turbulent environment. This is confirmed by theoretical and empirical research in the field of management with its conclusion that the managers are the most important and expensive resource of the modern enterprise (Drucker, 2001 p.16). It is in this direction and content of this doctoral thesis, where are processed the modern features that managers need to have in hotel companies in the municipality of Peja and the ways in which they

can develop and use to increase the attractiveness and competitiveness of the hotel offer international tourism market.

As professionals, managers today, more than ever, have extremely interesting and extremely important activity. Their role skilfully to direct and manage the business, is particularly pronounced in the hotel industry. Considering the nature of the tourism and hotel industry as a labor-intensive activity, the success of the hotels depends on the satisfaction of the guests with the service and the employee behavior, and the managers are a generic body of knowledge on how best to organize the work, how to stimulate and motivate the hotel workers, to ensure the quality of a wide range of services, to create a warm and welcoming atmosphere for the guests.

Managers with their competencies are a crucial factor in creating effective strategies for entering the international tourist market. From the competence of managers depends the successful implementation of controlling as an important management activities which should determine the level and quality of implementation of selected strategic direction.

Starting from that, the subject of scientific research in this doctoral dissertation are the managerial competencies that modern manager in the field of tourism and hospitality should possess as a crucial factor in formulating effective development strategies. Special emphasis of this research is placed on managerial competencies in the hotel industry of the municipality of Peja as a destination for processing.

The main objective of the research is to determine the level of capabilities of the managers in the hotels of this community and to analyze the problem of the professional education of hotel management staff as a basis for improving the overall performance of the hotel management of Peja within the complex tourist market.

In order to make more substantial research of the subject and to reach the goal of this thesis, the focus of the research is theoretical analysis of the content, types and areas of competencies that managers of hotels, as holders of the management process should possess, apply and develop. To enable that, there is a need to explore the knowledge, skills, but also the personal qualities, attitudes and the behavior of the managers. Given the fact that the managers perform many complex activities, it should be borne in mind that the key role of the managers is to create and to choose strategies which will make the hotel product attractive and appealing to international visitors. Therefore, in this work are processed some alternative strategies that hotel

managers in Peja municipality can use in the creation of the tourist offer. Since the success of any strategy is conditional on its implementation, the doctoral dissertation also process the relationship between managerial competence and controlling, as one of the basic management functions.

Theoretical studies are confirmed by empirical research management and its capabilities in the hotel industry of the municipality of Peja. To get to the more relevant results, in this work are listed tourist values and potentials of this municipality, which determined that this destination has real anthropogenic natural resources for its tourism development. Based on the research of the management potential of the hotels as a factor for creating quality tourist offer, there are presenting the information obtained as conclusions and recommendations for improvement of managerial competence for strategic guidance of the hotel offer of Peja.

During the preparation of this doctoral dissertation, it was made collection, systematization and analysis of available data, using logical and justified scientific foundation approach. In the development of the research were used the following research methods:

- analytical method that is present through the work and used in data analysis and knowledge of the subject matter;
- quantitative and statistical methods that process the received data and determines the mutual dependence of the managerial capabilities and performance of the hotels in the municipality of Peja;
- descriptive method will be used for explanation of the findings through research materials and documents for the processed area;
- technique of interviewing the managers, employees and visitors using a structured questionnaire.

The basic hypothesis which is set in the research of the problem of managerial competence in the municipality of Peja is: The formulation of successful development strategies to promote the hotel product in the municipality of Peja and their effective controlling, conditioned by the respective competencies of the managers of hotel companies.

Auxiliary hypotheses of the doctoral dissertation:

- The managers are enough educated with knowledge in the field of tourism and hospitality;
- The managers are improving their knowledge and skills with a plan;

- The managers are thinking strategically for the future of the hotel offer.

In developing and proving these hypotheses, this doctoral dissertation will focus on the searching response to the following questions:

- Whether and how to understand and evaluate the power of the managerial staff in the hotels;
- How much attention is paid for improving the managerial knowledge and skills;
- How the managers as behaving with the strategic problems caused by external stakeholders;
- How the managers treat the staff at the hotel and do they respect their creativity and innovation in the hotel services;
- Are the managers a active leaders;
- In which direction to improve managerial skills in order to build a quality management staff in the hotel industry of Peja which will contribute to create a compact whole quality hotel offer through which the municipality will successfully assert as an interesting tourist destination in the international tourism market.

In the development of this work, it was been used a relevant and contemporary literature by distinguished experts, scientists and institutions in the field of management, tourism and hospitality. Also it was been used an official data from relevant sources from some responsible institutions. For the research, also it was been used data obtained from empirical study of managers and employees in the hotel companies of the municipality of Peja and tourists who use the hotel services in the municipality. The obtained data are summarized and presented through tables and graphs.

The content of this doctoral dissertation: „Management competencies to create effective strategies and controlling as a factor for the development of hotel business in the municipality of Peja“ is structured in introduction, theoretical-methodological approach in research, four thematic chapters and conclusions.

In the introductory part is elaborated the relevance and the importance of the issues under study.

The first chapter explains the object and purpose of the research, the scientific justification of the topic and its applicability. The accent is placed on the clarification of the methodological basis of the research and hypothesis to be proved.

The second chapter presents an analysis and review of the most important challenges which modern hotel managers are facing in their work. In addition, it's been processed the globalization and the impact that it causes on tourism and hotel industry, the changes occurring in the tourism market and the relationships that exist on it, modern tendencies of the environmental aspects of tourism, and the promotion of more alternative types of tourism in the international market. Among the challenges, it is extremely important to be processed the impact that tourism has on hospitality along with economic development. Therefore, this work analyzes the impact that tourism in Kosovo and Peja, as a destination of treatment, has in their economic development. The analysis was performed by analyzing the tourist trade expressed in number of visitors and overnight stays in Kosovo, in the period 2009-2015. The financial effects that tourists have been created through tourist spending from 2013 by 2015 are presented as primary consumption achieved in hotels and restaurants. Their share in the total GDP of Kosovo is analyzed as an important indicator of tourism in Kosovo.

The focus of treatment in the third chapter is theoretical research of content types and areas of competencies that managers of hotels, as holders of the management process should possess, apply and develop. Based on the analysis of contemporary views of the authors in the field of management, we are processing the essential elements that form the management competencies such as knowledge, skills, but also the personal qualities, attitudes and behavior of the managers. Due to the complexity of this issue and aim better to be explored, in this chapter are processed areas of managerial competencies as an integrated knowledge management and team approach to organizing work activities in which the context is perceived importance of teamwork in tourism concept the cohesive factors of efficiency of the team and the role of the leader in achieving team effectiveness. Particular significance in research in this chapter is the processing of creativity and innovation managers in creating tourist offer, analyzing the motivational skills of managers and their communication skills as a factor in running a successful hotel business.

Given the fact that managers perform many complex activities, it should be borne in mind that the key role of managers is to create and choose strategies that will make the hotel

product more attractive and appealing to international visitors. Therefore, the fourth chapter is processing some alternative strategies that hotel managers in Peja municipality can use in the creation of the tourist offer. So, in this chapter are processed: the strategy of segmenting the tourist market strategy of diversification of the tourism product strategy of tourist propaganda strategy of the identity of the hotel offer, a strategy to improve the quality of hotel services and franchising as a strategy to compete in the international tourism market.

Since the success of any strategy is conditional on its implementation in the doctoral thesis is processed corporate culture as a factor for the effective implementation of the strategies and the relationship between managerial competence and controlling one of the basic management functions.

In the fifth chapter is the confirmation of theoretical research in the previous chapters through empirical research management and its capabilities in the hotel industry of the municipality of Peja. To get more relevant results, we are processing the tourist values and potentials of this municipality, which determined that this destination has real natural and cultural resources for its tourism development. The goal of research in this chapter is to determine in what extent the management potential of the hotels in the municipality of Peja is a factor for creating quality tourist offer. To achieve this goal, there were investigated the managers and he staff in 10 major hotel facilities in the municipality of Peja and 320 tourists as their customers. To achieve this, we used two research methods: questioning method (enquete) and technique of in-depth interview.

To obtain relevant and statistically significant data for the pleasure of the tourists about the quality and range of the hotel services, it was conducted a inquire of 100 domestic and 220 foreign tourists from which 55.62% were male and 44.38% female respondents. For obtaining and processing their views and opinions, we used SERVQUAL method and the Likert scale with 5 points, in which alternative, 1 corresponds to the weakest rating and it was „strongly disagree“, 2 was „partly disagree“, 3 was „neither agree nor disagree“, 4 was „I agree“ and the highest ranked 5th offered paragraph which said „I completely agree“. It was made a perception gap between the expectations of guests and their experience of the hotel offer.

Based on the inquire results and interviews with managers, employees and guests, we can draw the following conclusions:

- Most guests belong to the age group of 36 -50 years;

- Most of the guests are satisfied with the environment and equipment of the hotels in the municipality of Peja, with a significant percentage of those who are partially satisfied or not satisfied;
- The majority of respondents were satisfied with the accommodation services stated in the order and comfort of the room and suite, good internal and external appearance, a high level of cleanliness in the hotel, but not negligible percentage of those who have a neutral attitude towards the quality of accommodation or those who are not satisfied with these services;
- Regarding the quality of receptive services, although the gap between the expectations of the participants and their experience is positive, it must not be neglected the opinion of the respondents who have a neutral position on the level of reception services or those who do not agree that the hotel provides reception services high level;
- There is a high percentage of visitors who are satisfied with restaurant services, especially food that is offered, but a significant part of those who are not satisfied;
- Tourists expect an increase in the content of hotel offer but very few of the respondents are satisfied with the range of services offered by the hotels and how the cultural and sports, tourism, medical and other content;
- Tourists highlight the need to enrich the hotel offer with a variety of services;
- Most of the managers of hotel companies have high education, but there is relatively small participation of professionals in the field of tourism and hospitality. There is quite a large percentage of managers who possess degrees in natural sciences, which means a weakness in the field of hotel industry of the municipality of Peja;
- Most of the managers are aged 30 to 40 years, which enables them to permanently develop their skills;
- The majority of managers (78%) speak a foreign language, 51% of them know just one language, while the remaining two or more foreign languages;
- Managers have visions to enter new markets through innovation in supply. It has been based on a research for satisfaction and requirements of guests, analysis of

competitors, cooperation between the hotels, as well as cooperation with travel agencies;

- However, most of the managers work on the implementation of the existing hotel offer, but a very significant portion of the executives bring innovations in the hotel with an offer;
- Although managers believe that it is important employees to feel like an important part of the entire team of the hotel, most of them rarely accept the expert opinions of the employees at the hotel or (27%) do not include in the creative process firm;
- Given the high percentage of decision-making only by the manager, it can be concluded that the hotel industry in Peja is not a climate of sharing and transfer of knowledge of individuals, which complicates the possibility to create an attractive and quality hotel product. In addition to that goes the conclusion that employees with their creative ideas are little involved in the creation of a complete hotel product given the importance of the entire team of employees to be focused and to participate in its creation;
- It is important to note that most of the questioned managers are not seeing the newly created challenging conditions as an opportunity to promote the hotel, but as an obstacle to the realization of the programs or they have to scrutinize very well before finding a solution that can adversely affect the achievement of competitive market. Each delayed reaction penalizes successful achievement of hotel performance;
- Almost half of the managers stated that they seek to avoid risky situations, which means that they are satisfied by the existing hotel activities. 13% of managers are taking a risk, but without any analysis and assessment, which is also negative, leading to the adoption of reckless and hasty decisions. While 40% of managers initially are assessing the risk, and only then they decide. Therefore it can be concluded that the entrepreneurial skills of managers are not adequately represented and developed;
- The small percentage of team decisions and extremely low degree of generating and using creative ideas of employees, points to a conclusion that it does not

exploit the benefits of teamwork, which is very important especially in the hospitality and tourism;

- the managers are paying very small attention to improve their knowledge, skills and experience, or their competence;
- In terms of training and development of their competencies, the managers are preferring more training on the job, mostly through trainers or coaches, as well as gaining experience of the work itself. Less training is done through seminars and courses, and we have a significant percentage of managers who independently develop their performance;
- In terms of ensuring the development of human staff in hotels, it is a small part of managers who plan to guide the development of their employees, compared to managers who provide training occasionally at the request of employees. Pretty good part of the managers believe that there is no need for additional training of employees of the hotel or that they should take care alone to improve their skills.
- Most managers believe that knowledge should be perfected through other employee experience, and a smaller percentage by attending courses and seminars. However, they fail to see the importance of ongoing training of knowledge, and they think that sometimes you have to organize the process of their promotion.
- From the answers from the managers and the employees, it can be concluded that the hotel has a cozy atmosphere, and the employees are satisfied with the relationship that managers have with them and most of them fully trust their managers;
- In terms of the level of motivation that managers create, we note that the employees are not satisfied with the monetary rewards they receive for their activities. Half of them do not consider themselves motivated for their work, and a quarter of the questioned employees are partly motivated for their work. The ways that are most present for motivation are awards and commendation, while the monetary rewards are very poorly present;
- The managers are controlling the quality mainly through satisfaction of the guests, but they don't take risk, most of the managers are avoiding that that the

insufficient innovation cause not having varying offer, which rejects the auxiliary hypothesis that: The managers are thinking strategically for the future of the hotel offer;

- Lack of planned streamlining development of managers and employees in the hotel rejects the auxiliary hypothesis that: Managers are planning to improve their knowledge and skills;
- The fact that many of the managers of the hotels, 54%, have no knowledge of tourism and hospitality rejects the auxiliary hypothesis that: Managers are enough educated with knowledge in the field of tourism and hospitality;

With the rejection of the three auxiliary hypotheses based on findings that hotels did not fully meet the requirements of modern tourists, we are confirming the basic hypothesis that: The formulation of successful development strategies to promote the hotel product in the municipality of Peja and their effective controlling conditioned by corresponding competences of managers of hotel companies.

Based on that, this work is giving these recommendations for the development competencies of hotel management:

- To create a quality and attractive tourist product of the municipality of Peja as a tourist destination that has the potential for tourism development, must necessarily develop powerful competitive hotel business;
- Because knowledge is the essence of the management, professional knowledge, vision, leadership, culture, competence and team cooperation must be part of the knowledge management in the hotels;
- The knowledge management in the hotels of the municipality of Peja is not implemented satisfactorily. Formal education should constantly being updated and upgraded through various forms of training and development to implement supported by appropriate organizational culture that will stimulate the free flow and exchange of ideas among managers and among other employees, creativity, innovation, teamwork and stimulating rewarding employees;
- Managers of the hotels must be aware of the importance and necessity of team work organization, and create a climate of mutual cooperation, sharing and dissemination of knowledge and work experience among employees, encourage

creative solutions for employees, so it will allow the managers to make the best of their employees, while motivating them to upgrade their skills in order to better carry out their tasks;

- To be able to place attractive offers on the international tourism market, managers must think strategically to create an innovative set of varied services that fully satisfy the expectations of modern tourists;
- Implementation of the planned strategies and objectives, from the managers requires controlling the overall workflow in the hotel, not only the quality of the product offered. In this direction, it is very important to encourage self-control among employees. The managers will enable this by accepting expert opinions and views of all staff in making business decisions;
- To be successful leaders, managers must be good motivators for their employees, primarily to meet the material expectations of employees;
- The managers at the hotels of this municipality should develop the professional skills of employees using different methods;
- To enable managers to fulfill the above recommendations, they must permanently improving their skills or to expand their knowledge and improve their skills.

Based on the findings, we took conclusions that should make it possible to promote managerial competence for strategic guidance of the hotel offer of Peja. Based on them, the management of the hotels in Peja municipality can improve their operations and expand efficient, competitive participation in the international tourist market.