

HUMAN RESOURCES MANAGEMENT IN HEALTH AND TOURIST CENTER RAJSKA BANJA

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Abstract: Globalization has produced changes that have fostered technical progress and competition in the hotel business. Two factors are responsible for the success of business in the hotel industry: management and high quality of services. Human resources management represents a new segment of managing and organizing business activities, ie a new method of considering employees and their potentials in the health and tourism center. This paper aims to determine the impact of human resource management on health and motivation, the effect of incentives for motivation, the effect of health and safety on employee performance and the effect of motivation on employee performance.

Keywords: technical progress, motivation, management, globaliza-
tion mission.

Introduction

The changes brought about by globalization have changed the general perception of the company's value in health and tourism corporate governance. In globalization, the service sector is the fastest growing in the entire world economy and has a significant impact on global growth. Employees in this sector are of key importance for the quality of services provided. Today,

the basic strength of every company is not technical equipment, tidiness or type of product because they can all be replaced. Companies base their competitive advantage on the mode of acquisition, selection, motivation, rewarding, promotion, development and education of employees. The value of a company is now expressed not only in annual profits and profits but in the quality of its employees. [Vlahović, 2007]

Since the hotel industry is increasingly profiled in the global market, it is also subject to global competition. Large tourism chains are present in every important destination and thus force local companies to analyze the position of human resource management and the relationship between human resource management and development as well as human resource management and quality of services in the hotel industry. A comprehensive, interdisciplinary approach to innovative issues appears as the first scientific, professional, and systemic prerequisite for the success of a business in which an organization is in terms of intent to innovate. [Todosijević-Lazović et al., 2020] Human resources create the preconditions for creating a critical - desirable level of users and creators of knowledge.

The company's strategic commitments are reflected in the vision and mission statements. In the hotel industry, vision and mission statements are focused on the excellence of the services provided by the hotel, commitment to customer satisfaction and a commitment to continuously improve the quality of services. [Boardman & Barbato, 2008, 21]

Subject of research

The paper is the result of many years of analytical research in the

field of human resources management, hydrogeology and balneology and is in the context of seeking the importance of the individual to the team, as well as its importance to the functioning of the health tourism center. In today's services in Kosovo and Metohija, human resource management in the health tourism center is facing various challenges that need to be suppressed.

General hypothesis

The paper starts from the hypothesis that human resource management in health tourism contributes to raising awareness of all stakeholders about the need to create tools necessary for their recognition as an attractive, modern and competitive tourism product. As such, this hypothesis is proven by authentic statements.

The goal of the work

The only way to stay and survive in the turbulent market in the era of modern information technology for a tourist product such as mineral and thermo-mineral waters in Paradise Spa is the tendency to invest in employee training and business innovation. Human resources are the only competitive advantage in the world of high technology.

Methodology

Since the work is of an interdisciplinary nature, the selection of re-

search methods was performed in accordance with the authors' own experiences and research problems. General methods were used in the development of the topic: quantitative analysis in finding the right people, reducing employee turnover, in the recruitment process and in staff training. Also, methods of description and comparison were used in the paper.

1. Introductory Remarks about the Health and Tourist Center Rajska Banja

The modern health and tourist center Rajska Banja is located in the immediate vicinity of the Banjska Monastery, the endowment of King Milutin from the 14th century, where four springs of hot and sulfur water spring. The Rajska Banja health and tourist center includes wellness and spa facilities with a large swimming pool and a semi-indoor swimming pool with thermal water, a sauna, hydromassage showers and bathtubs. Within the complex there is a hotel with apartments and a restaurant with local cuisine.

The hotel has 40 beds in 14 accommodation units, in single, double rooms and studio apartments. Also, there are two rooms adapted for people with special needs. The

hotel has a garage, parking spaces, elevator and ATM.

The modern spa includes two indoor pools (one with sanitary and the other with thermal water), one semi-indoor with thermal water, Finnish sauna, Turkish bath, whirlpool tubs, electric massage beds, hand massage and snack bar.

The restaurant is located within the hotel and has about 70 seats. The restaurant has board and catering available a la carte menu.

Banjska (Paradise Spa) is located on the southeastern slopes of Rogozna Mountain (1504m), at 533m above sea level. The water temperature at the springs is: 40.1°C, 58.1°C, 28.3°C, 38.4°C. [Milentijević & Nedeljković, 2010, 151] Paradise Spa Health and Tourist Center is located at the foot of the mountain and is an important natural motivational basis for tourism development. [Katanić & Katanić, 2019, 47-54]

2. The Importance of Human Resources in Health Tourism

Human resource management and their potentials in the process of working in health tourism is a responsible and dynamic process that seeks to ensure that the company achieves the desired results and projected goals. Human capital is

defined as the knowledge, experience, skills, creativity and innovation of employees in a company that directs them to perform work tasks. [Čerović, 2019, 19; Vlahović, 2007a] Recruitment, ie the selection of quality workers is the first and most important task of management in health tourism.

Namely, it is necessary to analyze the creation of awareness of the potential of human resources to preserve and increase the level of health tourism business, to investigate and define the organizational status of the function of human resources management.

It is necessary to clarify the existence of strategic documents in the field of human resource management, implementation of these documents, commitment to their implementation and achievement of benefits. The strategic commitments of companies in health tourism are contained in the decisions on vision and mission. In the hotel industry, the vision and mission statements are dedicated mainly to the excellence of the services provided by the hotel, the commitment to customer satisfaction and the commitment to constantly improve the quality of services. [Boardman & Barbato, 2008, 21] The implementation of a strategic plan enables management to achieve goals and fulfill tasks.

Thus, "changes in the business environment with growing globalization, demographic changes in the workforce, increasing focus on profitability, through the growth of technological change, are irresistibly leading to the growing importance of human resource management." [Fombrun et al., 1984, 28]

3. Quality of Human Resources Management as a Key Factor in the Success of the Health Tourism Center Rajska Banja

In order to ensure the vitality of the health tourism company and the ability to respond to the increasingly sophisticated demands of consumers is its ability to create and maintain a competitive advantage based on quality. The existing staff structure working in the health tourist center Rajska Banja is not satisfactory, given the current and future needs of increasingly demanding and sophisticated guests. In order for a health tourist center to achieve a high quality of services, it must invest in the education of its employees. Employee education and motivation must be long-term.

Human resource management must ensure effective and satisfied staff. That is why it is often pointed

out that good interpersonal relationships are key in the health tourism industry. In all health tourism centers, regardless of their organizational structure, there are medical experts from various specialties, nurses, physiotherapists, masseurs and other medical and non-medical staff.

However, that is not the case in the health tourist center Rajska Banja. A minimum number of doctors is engaged in Rajska Banja, although it is considered that doctors are the most important in providing quality health services, along with other professional staff in health tourism. Only efficient team work of doctors of various specialties, as well as other professional staff, can provide modern health and catering services. That is why good organization and cooperation of all employees in the health tourism center is important. Therefore, the goals of human resource management should be aligned with the goals of the health and tourism center.

The basis of health tourism in Rajska Banja is the use of natural healing thermo-mineral water, where they are provided with hospital treatment, medical rehabilitation, active rest, diet, kine-sitherapy and balneotherapy under medical supervision. Health

tourism activities are interconnected with health tourism facilities.

Health tourism has become a very important form of tourism industry in recent years. Changes in the way of work and life, increase of free time and income have changed the consciousness of modern man. [Čavlek et al., 2011, 355-359]

Health tourism in Rajska Banja is complemented by a new type of active health and recreational tourism known as wellness, with a tendency to become a form of mass tourism. Wellness becomes the whole concept of health, and includes movement, physical exercise, healthy eating, relaxation, stress management to experience and pleasure. [Andrijašević & Bartoluci, 2004, 130]

Good human resource management can provide competitive advantage, increase productivity, increase market value and market survival. For the realization of quality management of the health and tourist center Rajska Banja, new investments are needed, but also educated and motivated human resources that will apply their new knowledge to the newly created values on the market.

Communication is the key factor in the success of the health tourism center Rajska Banja as the basis of human resources management.

Human communication is a creative activity because people are able to move, encourage and influence the world around them and thus create and upgrade their environment, which they interpret and to which they constantly give answers. [Čerović, 2019a, 33] Communication processes refer to different ways of conveying messages, customs that define and specify communication relationships and events. Communication is a link that connects managerial processes: planning, organizing, leading and controlling.

4. The Process of Human Resources Management in the Health Tourism Center Rajska Banja

The basic elements and activities of human resource management are: job analysis, planning, recruitment, human resource selection, socialization and orientation, training and education, performance evaluation, rewarding and motivation, health and safety, career management, degradation and dismissal of employees. Also, management should pay special attention to the culture that prevails in the organization. Organizational culture influences strategic decisions, adapts the company to changes in the environment, coordinates and controls the behavior of employees.

The management of the health tourist center should carry out the design of the business. Job design involves determining the content of the job and the effect of the job on employees.ⁱ Designing a job is to simplify, increase, enrich and other ways to make a job so that each worker's efforts are better aligned with other jobs. [Čerović, 2019b, 87] Also, when recruiting human resources, management should take into account the needs and expectations of individuals specifically for each position.

The special emphasis of the management must be focused on the "continuous learning and development of individuals", and thus on the overall economy. [Beardwell et al., 2004, 290] This includes training as a part of human resources that deals with designing programs so that employees acquire the knowledge and skills needed for the jobs they perform. Also, management should deal with the planning and career development of all employees. A career is a series of separate but connected work activities that provide continuity, order and meaning in a person's life. [Flippo, 1984] In addition, it is necessary to motivate employees to work individually or in groups, thoughtfully and efficiently, in order to achieve organizational goals.

Many studies on health tourism highlight key success factors: staff expertise, continuous product innovation, continuous equipment upgrades, knowledge of the needs of its guests, uniqueness and consistent quality. Health tourism centers should determine the necessary expertise for staff in all areas of work, provide continuing education and other actions to achieve the required expertise, evaluate the effectiveness of actions taken, ensure that staff are aware of the meaning and importance of their work and quality goals, maintain appropriate records of schooling, skills and experience. [Bartoluci & Birkić, 2011, p. 1-142, 53-74]

Conclusion

There are many elements that affect the quality of health tourism. Their realization is most common through innovation and new quality of the tourist product. In

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in addition to treatment and rehabilitation, high quality services in health tourism centers are possible through various wellness programs, which can be a significant source of additional income.

However, the precondition for improving business is a quality personnel policy, ie quality management of human resources in health tourism centers. In that context, it is necessary to raise human resources management to a level that will ensure modern business and establish a human resources management service that will be an integral part of the organizational structure of the health tourist center Rajska Banja.

In order to ensure the quality of services in the health tourism center, new quality standards should be applied and thus ensure greater competitiveness in the increasingly demanding tourism market.

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ⁱ The terms job and position are often used interchangeably, although there is some difference.

UPRAVLJANJE LJUDSKIM RESURSIMA U ZDRAVSTVENO TURISTIČKOM CENTRU RAJSKA BANJA

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Rezime: Globalizacija je proizvela promene koje su podstakle tehnički napredak i konkurenciju u hotelijerstvu. Za uspeh poslovanja u hotelijerstvu zaslužna su dva faktora: menadžment i visok kvalitet usluga. Upravljanje ljudskim resursima predstavlja novi segment upravljanja i organizovanja poslovnih aktivnosti, odnosno novi način sagledavanja zaposlenih i njihovih potencijala u zdravstveno-turističkom centru. Ovaj rad ima za cilj da utvrdi uticaj upravljanja ljudskim resursima na zdravlje i motivaciju, efekat podsticaja za motivaciju, efekat zdravlja i bezbednosti na učinak zaposlenih i efekat motivacije na učinak zaposlenih.

Ključne reči: tehnički napredak, motivacija, menadžment, globalizaciona misija.