

## LEARNING ORGANIZATION IN HOTEL INDUSTRY CRISES

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### Abstract

It is especially under the conditions of a long-lasting crisis, caused by the pandemic, when the process of permanent education of hotel employees becomes even more prominent. In crises, this is the main reason why adaptability and flexibility are necessary in the hotel industry more than ever. The main goal of this paper is to underline the importance of increasing the hotel's ability of economical enhancement, keeping its market position and staying the leader in the hotel industry, regardless of the type of ongoing crisis. Available literature comparative analysis and the summing up of the valid results, encompassing a very long period of different crises, show that the attitude towards employees and their working conditions, are a significant segment for achieving desired results, which is the contribution of this research paper. All the research results are based on long-term experience, pertinent to one of the oldest hotels - Hotel Majestic the hotel passed through different crises, even war, from the 6<sup>th</sup> of April 1941 to NATO bombing in 1999, up to the ongoing COVID-19 crisis. The research was conducted mainly through the combination of the structured interview method and a survey of a modeled questionnaire for hotel managers and employees.

Key words: organization, responsibility, hotels, pandemic, crisis, employees, stability

## ОРГАНИЗАЦИЈА КОЈА УЧИ У КРИЗАМА ХОТЕЛСКЕ ИНДУСТРИЈЕ

### Апстракт

У условима дуготрајне кризе, изазване пандемијом, процес перманентног образовања хотелских радника постаје посебно изражен. Наведено је главни разлог зашто су у кризним условима прилагодљивост и флексибилност неопходни у хотелској индустрији више него икада. Главни циљ овог рада је да се истакне значај повећања способности хотела за привредно унапређење, да се задржи позиција на тржишту и да објекат остане лидер у хотелијерству, без обзира на врсту кризе која је у току. Упоредна анализа доступне литературе и сумирање валидних резултата, који обухватају веома дуг период различитих криза показују да су однос према запосленима и њиховим условима рада значајан сегмент за постизање жељених резултата. Наведено представља научни допринос овог истраживачког рада. Сви резултати истраживања засновани су на дугогодишњем искуству које се односи на један од најстаријих хотела – Hotel Majestic. Овај хотел је прошао кроз различите кризе, укључујући и рат, од 6. априла 1941. до НАТО бомбардовања 1999. године, па све до актуелне кризе узроковане корона вирусом. Истраживање је спроведено углавном кроз комбинацију методе структурисаног интервјуа и анкетања путем моделованог упитника намењеног менаџерима хотела и запосленима.

Кључне речи: организација, одговорност, хотели, пандемија, криза, запослени, стабилност

### INTRODUCTION

The latest, global economic crisis (already the third in this century) caused by the coronavirus, which led to a long-lasting pandemic, has caused numerous disturbances not only in the world economy, but also in numerous aspects of everyday life. The consequences of this crisis will be felt for a long time in the functioning of business systems, especially in tourism and hospitality. This means that it is necessary to act directly in terms of innovation and permanent education of employees in that industry. The World Health Organization (WHO), the United Nations (UN), and the world's major financial, pharmaceutical, economic, trade and information lobbies have direct, global insight, and influence on the pandemic process.

On the other hand, it should be borne in mind that each business system is specific and reacts differently to a general and long-lasting crisis. When building its optimal organizational structure, necessary and sufficient attention should be paid to each main issue (education and innovation). A necessary precondition for that is for it to become a learning organization, through the constant development of knowledge and skills of each member of the organization, which would raise the competence and flexibility of the organization itself. When it comes to constantly increasing their competence and business results, it is clear that the management of knowledge and skills (especially in times of general crisis) is the characteristic of a successful business entity which has largely eliminated harmful activities from its operations.

Tourism is a great generator of new investments, creating new jobs and new business opportunities in the areas where it is developing. Of special importance to the local economy, when it comes to increasing income and employment opportunities, is the multiplier effect of tourism. Multiplicity also reflects on the multifold “expansion” of funds spent by tourists. In addition to directly promoting catering, traffic, trade, etc., tourism directly promotes agriculture, industry, energy, education, healthcare, culture, and other sectors. The more employees there are in a company, the more employees in the sensitive sector (such as the hotel industry), and the higher their income is, the higher the social status of that company’s employees. However, the health crisis has turned into a general social and economic crisis in which tourism is suffering enormous damage. Occupancy of a huge number of hotels does not exceed one tenth of their capacity and most tourist destinations are deserted, so the virus looks like a “death penalty” for mass tourism.

Understandably, a hotel company should be managed (efficiently and effectively) even in crises, but, then, the management of the company takes on somewhat different characteristics - it becomes crisis management. It is a special, complex form of hotel management of the highest priority. Hotel business crises, symptoms, and causes have their peculiarities which give crisis management an additional role and significance. Although the essential understanding of crises, in general, attracts the attention of theorists from several scientific fields (history, medicine, politics, psychology, and social sciences), the management approach, i.e. the field of economics, is crucial for the hotel industry.

Financial crisis management refers to the handling of a deteriorated short-term financial position of a company, i.e. the state of illiquidity of a company, and the deteriorated long-term financial position of a company, i.e. the state of insolvency.

Many of these approaches and aspects of business had to be field-tested in the actual operations of Hotel Majestic, i.e. on the educational structure of employees in this organization who served as a model. The testing was performed through surveys, questionnaires, and interviews and the results were analyzed using statistical methods such as correlation or regression analysis.

## THEORETICAL BACKGROUND

### *Crisis management in the hotel industry*

How a hotel organization operates, how it applies the tools of a strategic manager during a long-term crisis caused by external factors, and how it adapts to business in these exceptional circumstances is the basic subject of this work and research. Specific hypotheses (the manner and scope of learning and its impact on business efficiency and effectiveness) were treated on the example of Hotel Majestic. First of all, employees are acquainted with the attitudes of the management toward learning organization from both the theoretical and empirical aspects.

Namely, most business crises, regardless of whether they are of endogenous or exogenous origin, are the consequence of insufficient and inadequate adaptation to changes in companies which do not pay enough attention to events in the social environment and the environment in which they operate, even during a pandemic. All crises, almost without exception, require the formulation and development of a strategy that will provide the best possible solution to the pertinent problems. The first step involves defining the problem using reliable and verified information (Živković, 2013, p.68). The best results in the hotel industry are achieved through the contribution of competent employees.

Good hotel products and services do not create winners in business - the winners are the ones who create good, innovative products/services and reengineering, in general, implies:

- Changes in work cells: from functional departments to work levels;
- Changes in the content of work: from simple to multidimensional jobs for maximizing the level of use of working time;
- Changes in employee services: from controlled to authorized actors;
- Changes in preparation for work: from training to education (from "how" to "why");
- Changes in performance measurement and compensation: from activities to results;
- Changing the criteria for advancement: from performance to ability;
- Changing the value system and corporate culture: work for customers, clients, not for the boss;
- Changes in the role of a manager: from a supervisor to a coach and mentor;
- Changes in organizational structure: from hierarchical to flat with less hierarchical levels;
- Changes in the responsibilities of executives: from a supervisor to a leader.

Most authors agree that the complex process of reengineering goes through the following six interdependent phases: (1) visionary, (2) initiating change, (3) design process stratification, (4) process redesign, (5) process reconstruction, and (6) evaluation and monitoring of a newly established process (Đuričić, Nikitović & Đuričić, 2020, p.109-112).

*The actions of hotel management during a general business crisis*

In the context of the learning organization, it was necessary to acquaint the employees of the hotel, as well as the overall hotel industry, with the procedures and tasks of a hotel company operating under the conditions of a long-lasting crisis. The classification of hotel business crises can be performed according to various criteria, such as, for example, the location and the number of causes of a crisis, the duration of a process, the type of an action, and other criteria. However, from the perspective of endangering the realization of previously set specific, basic economic goals of a company, especially bearing in mind the order of discovery, the following classification of company crises is acceptable:

**a) Liquidity crisis of the hotel company**

It represents the business and financial situation of a company which is either not able to settle its due financial obligations within the set deadlines for their maturity or is unable to settle them at all. The main reason for compiling a report on changes in capital in the observed accounting period is the knowledge that there had been a decrease or increase in the net property of the company (Spasić, Čerović, 2013, p.187; Pavlatos, Kostakis, Digkas, 2021, p.80-92);

**b) The crisis of success of the hotel company**

It occurs when a company is unable to realize both the goal of preserving the invested capital and the goal of making a profit, i.e. it represents the business-financial situation of a company in which the company's earning capacity is in question. However, while the liquidity crisis refers to an undesirable, unfavorable liquidity position, the success crisis refers to an unfavorable profitability position of a company, which results in either the loss of profit or insufficient profit. Recognizing a crisis of success is more difficult than recognizing a liquidity crisis, especially in unstable, inflationary business conditions (Ghaharian, Abarbanel, Soligo, Bernhard, 2021, p.2516-8142).

**c) Strategic crisis of the hotel company**

It represents the business and financial situation of a company in which, due to missed or inadequately selected and implemented strategies for achieving the mission and goals of the company, the basis for achieving success - the goal of preserving invested capital and profitability – is endangered in the long run. For example, these may be missed or inadequate strategies related to strengthening the company's technological advantage, reducing costs, conquering new markets, and the like. In summary, the schematic representation of the relationship between the types of crisis that the companies and sources of accounting information provide to the holders of a company's crisis management can be presented as show in Table 1.

Table 1. Hierarchization, enterprise crisis, and information support for crisis management holders

Holders of crisis management	Type of enterprise crisis	Accounting and crisis management segments	Accounting reports and crisis management	Accounting reports as management instruments
Top management	1) Strategic crisis of the company 2) The crisis of success	1) Financial account 2) Management account	1) Basic balance sheets 2) Special strategic report 3) Special balances	- Control - Dispositive - Control-disposition
Operations management	1) Crisis of business success	1) Management account 2) Analytical and operetta. records	1) Income statement before 2) Internal balance cf. 3) Price calculation k 4) special reports	- Control - Dispositive - Control-disposition
Financial management	1) Liquidity crisis 2) Solvency crisis	1) Financial account 2) Management account 3) Accounts	1) Basic balance sheets 2) Internal balance sheets 3) Report. o performa. 4) Special balances	- Control-disposition - Control-disposition - Control-disposition - Control-disposition

Source: Weston, J.F., Mitchell, ML, Mulherin, JH. *Takeovers, Restructuring, and Corporate Governance*, Fourth Edition, New Jersey: Prentice Hall, 2004

Crisis management, understood as a process of management activities, takes place through five main phases: planning, organizing, leading, controlling, and decision-making. Crisis management, understood as an institution, means that the bearers of crisis management, who are appropriate experts engaged as representatives of capital, manage the company in order to rehabilitate it. When collecting information about the crisis a special central sector is formed in the company, where such information is gathered and where it is processed. Such a center is usually called a crisis headquarters. The crisis headquarters represents a kind of logistics and provides support to the entire communication network during a crisis. In case of an accident causing a major crisis, it is necessary to designate a special location for the media and provide the technological equipment necessary for a press center from which the representatives of the crisis headquarters will address the public. Crisis management, above all, should use the company's accounting information system (AIS) because it is a very reliable and relevant subsystem within the company's business information system. Expert reports, which include information content based on the generated value flows within the hotel company, mainly have the role of a control instrument in assessing the achievement of the company's goals or planning tasks in general. Those reports of professional services that contain projected, planned value flows of the company and/or its segments take on the role of a dispositive (directing) instrument in management activities. Each change has different manifestations. On the other hand, managerial skills, as the most important skills and characteristics required for the work of employees in certain hotel services, highlighted the built communication skills, customer orientation, and ability to work in a team (Mašić, 2013, p.260-279). Just monitoring changes in the environment is not enough because the company cannot prevent everything and that is why it must prepare for possible conflicts and crises. That is why, in Hotel Majestic, a detailed plan of activities of all employees during the pandemic was made, both concerning the environment (government measures, the Association of Entrepreneurs – the hotel industry and numerous stakeholders) of internal organization and individual responsibilities.

#### *Learning organization in the hotel industry during crisis*

The precondition for that is the consistent implementation of the concept of lifelong learning in a learning organization and in such a sensitive activity as the hotel industry, from the standpoint of profiling human resources, especially in the conditions of long-lasting general business crises where the employees of a hotel should be placed at jobs and positions which would enable them to continuously learn. The phenomenon of the obsolescence of knowledge and the transition to the concept of a learning organization are put before an individual as a requirement. It is a requirement for continuing professional education. The goals of this type of education are, above all, raising the level of staff professionalism, as well as supporting and stimulating educational innovations, and adopting new learning methods in order to improve the quality of work and employee performance. Every employee is expected to keep abreast of changes in the profession, technology and society. Therefore, it is quite understandable that employees strive to preserve their professional competence and build a successful career (Kuetlo, 2012, p.233-225).

The results of conducted research are based on theoretical assumptions, reviews of available literature, a surveys (questionnaires), and interviews. Numerous views and conclusions are more qualitative than quantitative. The starting points on which the vision and mission of hotel organization are built are flexibility and adaptability, and permanent learning, i.e. training and coaching.

(1) the need to demonstrate the importance of lifelong learning to each individual; (2) within the concept of lifelong learning, each individual should be encouraged to plan his or her life curriculum; (3) constantly looking for new ideas for the world of tomorrow, and especially the schools of tomorrow; because there is no ideal way of educating or training, it is necessary to use many complex techniques that enable faster, better, and smarter learning; (4) each country is specific and its progress depends on the societal system as well as the visions and instincts of individual leaders: principals, professors, parents, all the way up to political leaders; (5) life in the so-called information age requires a change in the way we learn and in which new ideas or innovations are created.

Most authors agree that the complex process of reengineering goes through six interdependent phases (Đuričić, Nikitović, Đuričić, 2020, p.109-112): (1) visionary, (2) initiating change, (3) design process stratification, (4) process redesign, (5) process reconstruction, and (6) evaluation and monitoring of a newly-established process. However, learning organizations require a whole new approach to management and leadership. According to the concept of a learning organization, the leader is responsible for creating an organization in which people are constantly expanding their ability to understand complex issues, crystallize their vision, and improve common mental patterns. In other words, a leader is responsible

for the learning process in a hotel. There are three types of leaders in a learning organization (Petrović, 2006, p. 134): the leader-designer, the leader-steward and the leader-teacher.

In real situations caused by changes in the hotel market, the role of the leader changes depending on the type to which they belong. The priority is, therefore, to nurture the knowledge and goals that people embrace as their own, especially in the conditions of long-lasting business crises. Bearing this in mind, the structure of the employees of Hotel Majestic was examined and then analyzed according to the following criteria: certain services (starting with the reception, as the most sensitive service), gender, age, and level of formal education, with special reference to the compliance of formal education with job requirements. This is the starting point for the application of the concept or philosophy of management called "learning organization" as well as the continuing education and training of employees.

#### *THE BUSINESS ANALYSIS OF HOTEL MAJESTIC DURING THE 2020 CRISIS*

The analysis of points pertinent to the maintenance of economic activity and business stability (especially the hotel management, in the example of Hotel Majestic) and in the difficult conditions of the global crisis as a consequence of the pandemic to conduct research and establish was to determine the relationship between two variables the profitability of the hotel and the compensation for its employees. One questionnaire was designed for managers/executives, and another for employees in order to ensure that the situation in these two areas was measured. It can be said with great certainty that the learning organization develops through certain successive phases, even during long-term crises, and even during those crises caused by a pandemic. Employees should be informed about the interdependent phases to which the development of the hotel organization pertains. The first phase describes a traditional hierarchy in which top managers retain centralized control over actions within the organization, controlling strategies and relationships with customers (guests) and a turbulent environment. In the second phase of development, top managers turn to empowering employees, making them responsible for work decisions and actions.

The third phase occurs when employees are involved in setting the strategic course of the business. They work with customers, making choices about the company's financial strategy and tactics that should ensure success in that environment. No crisis event occurs in isolation, but is part of a chain reaction of adverse events, which actually makes any business crisis a systemic problem. Therefore, a solution that would ensure the sustainability and resilience of the organization to such events should also be systematic. The establishment of a crisis management system provides a clear overview of the procedures that need to be implemented to deal with adverse situations, and enables a transparent distribution of responsibilities and mechanisms for effective radial decision-making and implementing the measures necessary to ensure the existential needs of the organization and its stakeholders.

With the emergence of a learning organization, the scope of the overall knowledge of a hotel company or hotel increases. Team members make work-related decisions and take responsibility for them (Petrović, 2006, p.134). On the other hand, the growth of a learning organization does not have to stop there. There is a set of measures that can contribute to increasing the organization's ability to learn permanently. However, for an organization to successfully become a learning organization, it is necessary to start with the learning within teams in that organization, as an integral whole. Team learning is the alignment and development of the capacity of a team to achieve the results that the team members strive for. It is based on mastering oneself, and meant for teams composed of talented individuals. There are several components to team learning, and the first, as well as perhaps the most important one, is dialogue.

What conclusion can be drawn from this? Why are learning organizations such an important part of the new way of doing business that cannot be overlooked or ignored? Why risk a well-established structure? Is it all worth it? The conversion of a traditional organization into a learning organization means changing its attitude towards the future. However, since a traditional organization is focused on adapting to the future without making an effort to truly understand why some changes are necessary or respecting the potential of human resources, its value is diminished and its lifespan is shortened. A learning organization creates the future by elevating information, knowledge, and human resources to a pedestal (Živković, Stankić, Krstić, 2005, p.78). The key to successful change is the analysis of the collectively achieved results and individual successes in the previous period, and their improvement in the future (Čerović, 2011, p.191). The employees of Hotel Majestic were introduced to this initial hypothesis before the distribution of the questionnaire which was part of the research project related to Hotel Majestic. This way, knowledge about their determination was gained. Hotel Majestic pays special attention, even during the pandemic, to the constant improvement of the quality of the products and services it offers its guests, and, for that to be

possible it is necessary to permanently learn and promote knowledge innovation in order to become a learning organization. This is, even in the conditions of the general crisis of business in the hotel industry, a sustainable way for this hotel to be able to remain competitive. The quality of service largely depends on the efficiency and effectiveness of the first-line employees and their immediate supervisors.

### *METHODOLOGY OF RESEARCH*

When considering the specific research subject within the scope of this work, the following research methods were used: the analytical-statistic method, the comparative-analytical method, the descriptive method, and the verification method.

The analytical-statistic method was used because the work is based on key strategic documents, programs, and the measures introduced by competent authorities to control and suppress the crisis caused by the pandemic. As relevant official publications and documents were considered, it was necessary to adequately select, process, and analyze the relevant theoretical material and the results of previous research in this area.

Furthermore, the method of comparison and analogy was also used, example of measures covid-19 from the surrounding counties as well as Europe.

The descriptive method was also important in terms of describing the situation and measures in a crisis and predicting future decisions and measures.

Considering the initial hypothesis (the difficult position of the tertiary sector, especially tourism), the method of verification was applied.

The paper pays special attention to the business conditions of the hotel industry (for example, Hotel Majestic), comparing them to previous business conditions, and the severe consequences suffered by service activities and tourism related to the hotel industry. Through primary and secondary research and quantitative and qualitative analyses, the socio-economic situation in the Serbian economy was identified, the measures and programs in the revitalization of the tertiary sector were pointed out, and concluding points were drawn.

Through this research, whose analysis includes the position of employees' profiles (gender, age, education) using correlation analysis as a statistical method, the most realistic insight into the state of human resources in this hotel is obtained. Hotel Majestic pays special attention, even during the pandemic, to the constant improvement of the quality of the hotel products and services, and to that end, it is necessary to permanently learn and promote knowledge innovation to become a learning organization. This is, even in the conditions of the general crisis of business in the hotel industry, a sustainable way for this hotel to remain competitive. The quality of service largely depends on the efficiency and effectiveness of the first-line employees and their immediate supervisors.

### *DATA FOR EMPIRICAL CASE*

#### *Questionnaire design*

Collection of first-line employee data (receptionists, waiters, kitchen staff, housekeepers, waiters, etc.) and the data of their immediate superiors in Hotel Majestic was done using questionnaires, distributed after training and knowledge innovation. The first-line hotel industry employees and their immediate supervisors were interviewed using two questionnaires. Both questionnaires consist of two parts – the first part contains questions about employees and the second part is about the aim of this research.

The first questionnaire contains questions about: gender, age, years spent working in the hotel industry, and level of education. The second questionnaire consists of three parts. In part A, employees were asked to evaluate the application of certain human resource management instruments in Hotel Majestic. In part B, they were asked to evaluate their service behavior (expected behavior and behavior exceeding expectations) and in part C they were asked to evaluate their ability to serve. Employees were asked to rate the answers on a scale of 1 to 5, where 1 meant "I do not agree at all", and 5 meant "I completely agree".

To assess the comprehensiveness of the application of human resource management instruments, scales developed by well-known experts were used (Vučković, 2013, p.224-226). Four human resource management instruments were assessed: selection (3 factors), training (5 factors), performance evaluation (3 factors), and compensation and benefits (4 factors). These instruments and factors are included in Part A of the second questionnaire for employees. The scales for measuring employee self-assessment and self-report service contained an assessment of two aspects: expected service behavior (3 factors) and service

behavior exceeding expectations (3 factors). These aspects and instruments are covered in Part B of the second staff questionnaire.

To measure service capacity through self-assessment of employees, a three-part scale was additionally used, which was developed in the long run (part C of the second questionnaire for employees). Serviceability is operationalized as the required knowledge, skills, and concepts that first-line employees and their immediate supervisors must possess to offer excellent service, and is set as a control variable in the research.

To test the previously defined hypothesis, multiple regressions were used as a reliable statistical method. For each variable and the correlation matrix (correlations) of all variables used in the hypothesis test, the means and standard deviations were calculated. As all are well known in literature, the scale validation process was achieved using (1) correlation analysis (interrelationships) of factors; (2) analyses of the interrelationships (correlations) of all factors together, and (3) multi-correlation analyses (Mediational analysis). Hotel Majestic employs 86 workers, and the number of seasonal workers varies by around ten per season. The number of first-line employees and their immediate managers is about 55 (68.75% of the total number of employees). The questionnaires were filled out by 46 employees on the service line and their managers, which is 72.73% of the total number of employees. Managers of certain services were also asked to answer questions regarding the manner of selecting employees for specific jobs and positions, on the assumption that some form of testing knowledge and preferences before employment existed.

Bearing in mind that continuous education is a *conditio sine qua non* for success in the modern hotel market, managers were also asked whether employees, in addition to internal training, were provided with external training. The attitudes of managers regarding the desirable competencies and characteristics of employees in certain services were also considered.

#### *Results of survey – analysis of employees' profiles (gender, age education) and analysis of research results*

Both questionnaires consist of two parts – the first part contains questions about the employees (gender, age) and the second part is about the aim of this research. In addition to the questionnaire, the research also used the interview method. During the interviews, the managers of individual services highlighted the ability to build communication skills, orientation to client needs, and ability to work in a team as the most important abilities and characteristics necessary for the work in individual services (especially reception). What must be noted is that, during the interviews, several service managers emphasized that the aforementioned abilities and characteristics were important for the work of the employees in sensitive services and that it was difficult for them to decide which of them was more important. However, as a significant segment of overall communication skills, the need for high language proficiency, especially in regards to foreign languages given the number of foreign visitors to Belgrade, was marked as particularly important. Based on the completed questionnaire, the following starting points could be extracted:

- (1) Manager's style: a) team-oriented (51%), b) transformational (26%), and c) visionary (23%);
- (2) Hotel managers: a) appreciate an individual as a worker/employee (65%), b) communicate well and agree with the requirements of the employees (70%), c) dexterity and training and development efforts (72%);
- (3) Skills as a worker: a) working under pressure - good (80%), b) openness to changes or new experiences - average (50%) and good (50%), c) communication with others - good (59%) and excellent (41%), and d) working abilities - average (50%) and good (50%);
- (4) What managers expect from employees: a) effort in all tasks (41%), b) initiative (33%) and c) teamwork (26%);
- (5) What employees expect from managers: a) advice and communication (38%), career development opportunities (32%) and job security (30%);
- (6) Aspects of relations with managers: a) trust - good (67%), b) loyalty- good (65%), c) communication - good (69%), d) recognition for good performance - average (56%);
- (7) The percentage of employees who demonstrate the following essential characteristics: a) helping other workers / employees (78%), b) engagement in the workplace - often (56%), c) looking for another job / changing profession - sometimes (45%) and never (41%);
- (8) Contribution to the organization and motivation of employees: providing career development opportunities and advice, and good communication?

Age structure of employees in Hotel Majestic: a) 18-30 years = 6 (6.9%), 31-50 years = 54 (62.8%), older than 50 years = 26 (30%);

Educational structure of employees, by level of education - a) Primary education 10 (11,6%), b) High school 56 (65,1%), c) College / University 4 (4,6%), d) Faculty 2 (2,3%);and e) MPhil / PhD 1 (1,2%);

Work experience of employees: a) 0-5 years = 5 employees (5,8%), b) 6-10 years = 10 (11,6%), c) 11-20 years = 30 (34,9%), and d) more than 20 years = 41 (47,7%);

Number of foreign languages spoken by employees: a) none 21 (24,4%), b) one 56 (65,1%), c) two 8 (9,3%), and d) three 1 (1,1%);

Table 2. Employee profiles – education, age

1. Primary education	10 (11,6%)	1. 18-30 yo	6 (6,9%)
2. High school	56 (65,1%)	2. 31-50 yo	54 (62,8%)
3. College/University	4 (4,6%)	3. more than 50 yo	26 (30,3%)
4. Faculty	2 (2,3%)		
5. MPhil/PhD	1 (1,2%)		

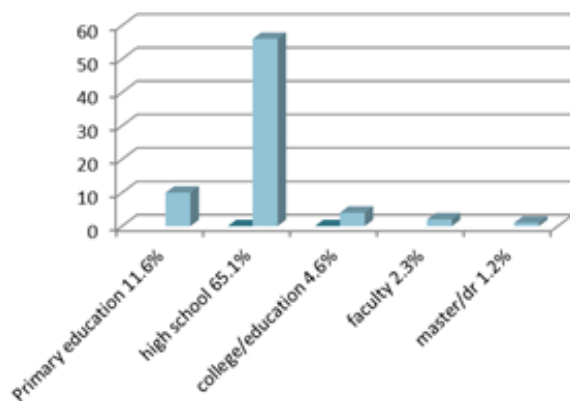


Figure 1. Employee profiles – education.

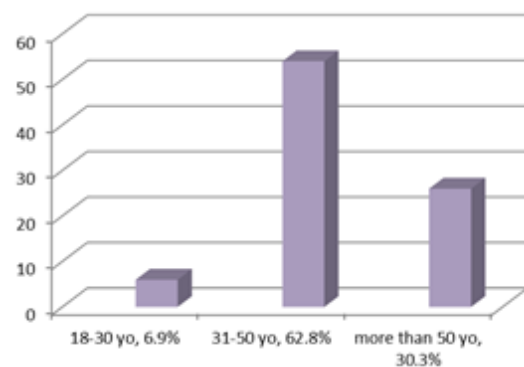


Figure 2. Employee profiles – age.

## RESULTS AND DISCUSSION

### (THE ANALYSIS OF THE CORRELATION ANALYSIS RESULTS – TABLES 3 AND 4)

The health crisis, i.e. the pandemic that caused a general social and economic crisis, has managed to interfere with solidarity and employment. All companies, almost without exception, consider their options in terms of the costs of keeping workers, firing them, and reducing their salaries. All three of these options are combined. Serbia is a small economy and the inclusion of advanced technologies in the structure of its economy is limited - business process reengineering. The reengineering goal has four main dimensions (Pokrajac, 2011, p.34): cost reduction, quality improvement, increase in production/turnover, and increase in the speed of work.

Global companies have proven capable of transferring innovations, technologies, and processes between markets with great speed and efficiency. Innovations in technology and transport have led to a reduction in the overall cost of international transport. Technological development has also created new forms of business and entrepreneurship. The best example of this expansion is the electronic or online trade, which came to full expression during the 2020/2021 coronavirus pandemic (Petrović, Živković, 2021, p.128-141). Very important innovation in human resource management is talent management, which has replaced the earlier concept of “head hunt”. Globalization, hyper-competition, the strong influence of technological progress, and changes create new and more demanding business conditions. Hotel managers need to keep this in mind. Also, great attention is paid to the employees as well as to their advancement and preservation of positions to achieve the best possible results both in terms of the hotel business and in terms of employees’ personal achievements. “A worker who is satisfied and happy at his workplace will somehow identify with the company's goals, so he will work for it, not in it. If elementary preconditions are implied, today special measures for motivating employees to stand out and intangible recognition and authorization of their more imaginative variant are precise” (Čerović, 2011, p.24-31).

On the other hand, it should be borne in mind that the concept of a learning organization was developed based on the ideas of prominent scientists in the fields of organizational development and system dynamics. The contribution of organizational development to the concept of a learning organization is seen



in the emphasis on the human element of the organization and the importance of all employed people. The disciplines described in this paper differ from the traditional managerial approach in being primarily "... 'personal' disciplines. Each of them deals with our way of thinking, aspirations, relationships, and learning." (Petrović, 2017.p.34-41)

In the set hypothesis, it is stated that the adequate application of human resource management instruments has a positive effect on raising the service quality behavior of employees. The results indicate that the perception that employees have about the application of permanent education in Hotel Majestic is related to their service behavior. Employees have positive experiences regarding the application of analyzed human resource management tools: in return for their selection, training, and compensation and benefits, they can contribute to their organization by being more positive, friendlier, and of service to guests. These potential contributions are the product of the concept of a learning organization. This means that the adequate application of human resource management has a positive effect on both the expected service behavior and the service behavior exceeding expectations. Therefore, it can be concluded that the defined hypothesis is partially confirmed. This research, also conducted at Hotel Majestic, indicates several aspects related to the successful adaptive business of a hotel organization.

First, the organization should select employees based on job-relevant characteristics, such as job knowledge or personality characteristics, which would lead to adequate adoption of the expected service behavior after employment. Also, if employees are selected through complex selection procedures, tailored to remove all but the potentially best choices, then the individual attention the employee would give to his guests would be enhanced through service behavior exceeding expectations. This means that the recruitment and the selection of employees were carried correctly.

Second, employees' perception of the application of training as a human resource management tool is in a significant relationship with both the expected service behavior and the service behavior exceeding expectations. The provision of training-oriented activities is very useful and shapes employee service behavior. When the organization provides employees with training on customer/guest relations, employees are more willing to help guests in matters which go beyond their official duties.

Third, the results of the research indicate that the establishment of standards of work operations and adequate assessment of employee performance is in a significant relationship with service behavior exceeding expectations, but not with expected service behavior. This result is surprising considering that expected service behavior is defined by the standards of work operations, so there is a need to review the standards themselves, how employee performance is assessed, and the application of other human resource management instruments.

Fourth, if the organization provides employees with the incentive system of compensation and benefits, i.e. if their efforts are adequately rewarded, then the employees will be more willing to meet the different needs of guests within the domain of what is considered their expected service behavior, but also in the domain of what exceeds the official duties of employees, i.e. the domain of service behavior exceeding expectations. The statistically tabulated effects of the research are as follows:

*Table 3* Human resource management instruments and service behavior

Description	Expected service behavior			Service behavior exceeding expectations		
	B	t	Sig	$\beta$	t	Sig
Ability to serve	.394	4,226	.000	.395	3.919	.000
Selection	.068	.494*	.623	.256	1.717*	.090
Training	-.158	-1.194*	.236	.207	1.451*	.151
Performance appraisal	.340	2.862	.005	.090	.703	.485
Compensation and benefits	.223	1.926*	.058	-.241	-1.928*	.058

\*P <0.05 statistically significant relations at the level of 0.05

Source: Own research on the example of the Hotel Majestic Belgrade 2021

As criteria for determining the existence of a statistically significant relationship between the perceived application of human resource management instruments by employees and service behavior of employees, the value of t-test (a marker of statistically significant relationships) or/and Sig value (values greater than 0.05 shows statistically significant relationship) are used. According to the statistical results (presented in Table 3), it can be concluded that: (1) the perception of the application of selection as an instrument of human resource management significantly correlates with expected service behavior (t = 0.494, P <0.05) and service behavior exceeding expectations (t = 1,717, P <0.05); (2) the perception of the application of training as a human resource management instrument is significantly related to expected

service behavior ( $t = 1.194$ ,  $P < 0.05$ ); (3) the perception of the application of compensation and benefits as an instrument of human resource management is in a significant relationship with expected service behavior ( $t = 1,926$ ,  $P < 0.05$ ). Thus, the results indicate that how employees perceive the application of human resource management instruments in Hotel Majestic is related to their service behavior.

Managers of certain services in Hotel Majestic were asked to, in accordance with their views, rank certain offered abilities and characteristics of employees. The ranking was conducted by asking managers to assign a score from 1 to 6 to eight different characteristics and abilities of employees (the lowest score being 1 and the highest score being 6);

*Table 4* Ranking of desirable characteristics of employees, by services, in the hotel ( $n=80$ )

Abilities and characteristics	Average rank
Communication skills	2.60
Customer Needs Orientation	2.70
Knowledge of applicable laws and regulations	3.10
Teamwork ability	3.60
Computer skills	3.70
Organizational skills	4.00
Resourcefulness	4.10
Emotional stability	5.45

Source: Own research during 2020 and 2021

### *IMPLICATIONS FOR PRACTICE*

#### *Business and economy in emergency situations - impact on the hotel industry*

During 2020 and 2021, global economy suffered the biggest financial crisis in the last hundred years, and governments around the world are still struggling with the crisis caused by the pandemic and its catastrophic consequences. The general community quarantine and the enforced social distancing measures have led to increased layoffs and a declining demand for labor, and, thus, a reduced income. In addition, there is a high probability of disruptions in agricultural production and supply chains. This has caused concern to a significant portion of humanity over how to invest enough funds to feed themselves. On the other hand, it has raised difficult questions for companies: how to do business successfully in long-term crisis conditions, and how to continue being a socially responsible company?

The crisis caused by the pandemic has, in a very short time, led to global economic changes that entail the deepest recession. It is believed that the scale and necessity of social and economic assessments and shocks will relay an unprecedented modification in human interaction with the environment, the impacts of which will be long-term and widespread. The pandemic has shaped the economic, political, and social aspects of human civilization, and it is characterized by the fact that these aspects are difficult to analyze and have significant multidimensional effects, due to their irregular cyclicity.

During 2020 and 2021, the Ministry of Trade, Tourism, and Telecommunications of the Republic of Serbia issued calls for hoteliers to apply for sectoral support with the aim of assisting the hotel sector in its recovery from the consequences of the coronavirus pandemic. This package of measures consisted of three payments, each of which amounted to 50 percent of the minimum wage for all entrepreneurs. The hotel companies which wanted to qualify to receive this help from the State were not allowed to lay off more than ten percent of their employees for at least three months after the expiration of the measures. Hotel Majestic complied with these conditions. The third package also included the payment of half the minimum wage for the months of March, April, and May. Payment for March began in April 2021, and payments for the remaining two months followed in May and June. In total, about 48,000 Serbian dinars (or three times 16,000 Serbian dinars) were paid for each employee of Majestic Hotel. The aid package that was in place, during 2021, envisages special sector assistance for hoteliers amounting to another full minimum amount of salary, and hoteliers (unlike other businesses) have received and a total of about 80,000 Serbian dinars per worker. It is also expected that city hotels will receive help to eliminate the consequences of the coronavirus pandemic in the amount of 350 euros per bed and 150 euros per room. The hotel applied for this assistance through the Ministry's website.

The liquidity crisis is the first to manifest itself as an unplanned undesirable situation and it is the result of inadequate planning and inefficient control of cash flows, i.e. the absence of synchronized cash inflows and outflows. The reasons for the liquidity crisis can be mainly attributed to the inadequate financial structure and the occurrence of operating losses.

Comparative business indicators for Hotel Majestic best illustrate what kind of crisis the hotel found itself in due to the pandemic, and what catastrophic consequences the crisis had for the income and rewarding of employees in terms of salaries and other incentives.

*Table 5* Cumulative turnover of Hotel Majestic in 2019-2020 (000 –RSD) (000 –EUR)

Month	Hotel 2019	Hotel 2020	Restaurant w/breakfast19	Restaurant w/breakfast20	Total 2019	Total 2020	EUR19	EUR20
January	7.324	9.701	4.150	5.242	11.473	14.944	96,9	127,1
February	8.288	8.849	4.124	4.490	12.413	13.339	105,0	113,5
March	11.233	3.016	4.499	1.642	15.731	4.658	133,3	39,7
April	15.111	0,0	4.430	0,0	19.541	0,0	165,7	0,0
May	16.410	196,3	5.387	0,0	21.797	196,3	184,8	1,7
June	16.425	3.532	5.546	2.303	21.972	5.835	186,3	50,0
July	14.839	2.472	5.164	1.688	20.002	4.161	169,9	35,4
August	15.420	3.007	5.665	1.491	21.985	4.497	179,0	38,2
September	17.657	5.465	7.601	2.770	25.257	8.235	214,9	70,0
October	18.641	9.821	6.412	3.985	25.054	13.806	213,2	117,4
November	11.736	5.553	4.816	2.010	16.552	7.563	140,7	64,3
December	10.915	3.316	6.485	1.511	17.401	4.827	148,0	41,1
TOTAL	164.001	54.931	64.282	27.133	228.229	82.064	1.938	698,0

Source: Data from the accounting department of Hotel Majestic

When the data from 2019, recorded before the general crisis of business, is compared with the business results after a very difficult period of business disruption, it can be concluded that the hotel has suffered a drastic drop in turnover (the turnover was only 35, 96% compared to the previous year). The trend of declining sales, i.e. declining turnover, continued in the first quarter of 2021.

*Research results – communication plan and measures that can be applied in this hotel with the aim of business improvement*

In the event of a longer pandemic, which would span the entirety of 2021 and 2022, the proposal to help businesses and the population could include the following measures in the stabilization program to mitigate the effects of the crisis: 1) a ban on laying off workers for all employers to whom the government extends the measure; 2) an acceptance of the request of the Union of Employers and SCC that the VAT in the hotel and catering sector (for food and beverages) be reduced to 10 percent; 3) postponement of the payment of taxes and contributions on salaries or their partial write-off in the sector of small and medium enterprises; 4) a suspension of the introduction of new taxes and duties at the national and local level; 5) a continuation of the guarantee scheme for liquidity support and investments for small and medium-sized enterprises; 6) compensation up to the full amount of the employees' salaries, which amounts to a maximum of 50 percent of the salary if, due to the reduced work volume, the employer does not need to hire a full-time employee;

The Union of Employers proposes (since a lot of funds have been spent on aid in 2020) to select the most promising applicants for the next period and to assist that part of the Serbian economy that has suffered the most from the pandemic crisis and where most companies are in danger of ceasing to operate or laying off several employees. It is necessary to find a balance between human health and the need for the economy to remain active in some way (redistribution of desires and opportunities). In any case, helping the economy would lead to a reduction in some other expenditures or investments (e.g. the construction of a subway or a national stadium).

Tourism is one of the largest and fastest-growing industries in the world. Economic progress has led to an increase in disposable income which, together with modern working conditions, has resulted in an increase in paid holiday time for people in the role of recreationists and tourists. That is why today investment in tourism is often considered a sustainable means of raising the economic activity of the country and the region (Jerkić, Okanović, Vukadinović; 2019, p.22). Some economists believe that, in the coming period, funds could be allocated as one-time assistance to certain sectors of the economy (such as tourism and catering), but not in lieu of a systemic and long-term solution. During a crisis, a list of all necessary procedures, people, and resources, which forms the basis of all interactions is of great importance. The absence of written plans requires investing additional time and effort, which can be an aggravating factor in a crisis.

The plan must be short, concise, and adaptable so that it can be used successfully in unforeseen circumstances, i.e. in any crisis (Živković, 2013, p.68). This plan, presented to the hotel staff, must include:

- 1) An introductory part with a description of tasks, business philosophy, mission, vision, goals, and how to use this plan;
- 2) Instructions on how to act in a crisis;
- 3) Detailed information about the members of the crisis headquarters with a list of names, their short biographies, a description of their responsibilities, telephone numbers that must be available 24 hours a day, 7 days a week, as well as the details of their replacement;
- 4) An Emergency Contact List for the public: all key factors in a crisis, manners of contact, addresses, telephone numbers, legislative bodies, members of the Government and its institutions, and lawyers;
- 5) Notifications: lists and forms of different types of notices for successful communication in a crisis;
- 6) List of sources and locations: the location of the crisis room (premises where the crisis headquarters meetings will be held), the location of the conference hall, available sources, and the manner of their use. In a crisis, modernized plans for storing hazardous materials, and safety equipment, fire-extinguishing plans, alternative water sources, a list of damaged or dangerous areas, and waste are welcome;
- 7) Media: a list of media with a list of journalists' names, telephone numbers, addresses, e-mail addresses as well as a short manual on how to communicate with the media;
- 8) Company information: copies of company data, products, usable technical data, a brief history of the company etc;
- 9) Other: additional necessary and important information.

A plan is of little value if it has not been tested and simulated through a certain training scenario, taking into account its comprehensibility and usability. When a company starts preparing a crisis plan, the way to react to a possible crisis is open. Nevertheless, six stages in creating a crisis plan stand out (Živković, 2020, p.1-30):

(1) Analyzing the possible causes of trouble - When considering a proposal for the adoption of a crisis plan, it is useful to carefully assess the possible difficulties that could be an obstacle in overcoming the crisis. This will convince the company's management that the proposed measures are reasonable and necessary. After such an analysis, it is necessary to submit a written assessment, which must be formally approved by the management involving the following:

(1.1) Preparation of the plan - Once the initial analysis and proposals are confirmed and approved by the management, the next phase is the elaboration of a detailed plan that would address all potential threats;

(1.2) Selection of human resources - Many members of the crisis team are required to make a list of personnel, which would be available at the time of an accident. These people must be able to answer phone calls and contact press representatives, who would be numerous in the event of a serious crisis involving the loss of human lives. Experience and practice show that secretaries are best suited for this type of tasks. When making lists, all 24 hours must be covered;

(1.3) Communication capacities - Careful consideration must be given to how the problem of communication line congestion will be addressed in crises. An agreement can be reached with neighboring companies on the use of telephone or fax lines. If the company has permanently engaged consulting agencies, they should be called and instructed to contact the media;

(1.4) Training - Selected staff must undergo training to be fully prepared to act at the time of crisis;

(1.5) Simulating a crisis - It is necessary to organize unannounced exercises in different time intervals, in cooperation with the police and other local organizations. These exercises must be as realistic as possible, so that they could be properly assessed in order to provide valuable feedback. If an exercise is recorded with a video camera, a discussion with the participants of the exercise can be organized later.

#### *Business improvements with crisis solutions*

In every business entity, Hotel Majestic included, guidelines and activities in the direction and goal of resolving conflict situations during a business crisis were presented. Resolving a corporate crisis requires taking several measures depending on the type of crisis, the area of crisis - external and/or internal, in one or more functional areas - and other factors. Strategic crisis management, in general, is left with three possible courses of action synthesized through the following strategies:

- withdrawal (disinvestment);
- consolidation (investment);
- restructuring (offensive strategy);

From the perspective of operational crisis management, crisis management of a hotel company implies adequate individual and synthesized measures to increase demand, sales, and sales revenue, on the one hand, and measures calculated to reduce costs by applying adequate cost management techniques on the other hand. Crisis management, for improving the company's liquidity status has the task of eliminating

the causes of current illiquidity by implementing appropriate countermeasures. However, there are some difficulties when it comes to distinguishing between the measures and management activities for crisis prevention and the regular measures designed to achieve the basic economic goals and the success of a company in general. Nevertheless, corporate crisis prevention has, as its unique task, the achievement of a special objective set in this manner – the goal of corporate crisis prevention – through the implementation of appropriate strategies and instruments.

Crisis resolution pertains to all the measures and activities of crisis management that aim to successfully rehabilitate the company and either continue further successful operations or force closure through bankruptcy proceedings. There is no doubt that the advantage, due to the interest of stakeholders, is given to the rehabilitation of the company. The rehabilitation of the company, first of all, implies making certain business and financial decisions related to:

- the determination of remediation objectives;
- the selection and implementation of appropriate strategies;
- Undertaking appropriate remedial measures for the implementation of remedial programs and projects.

Undoubtedly, the rehabilitation of a company covers a wide range of measures and crisis management activities undertaken by company management. Depending on which functional area is the source and what type of crisis is in question, appropriate strategies, rehabilitation programs, projects, and remedial measures are selected. An adequate application of human resource management instruments has a positive effect on the service behavior of employees. The employees who contact guests have a crucial role to play in achieving service quality, in that their behavior has a major impact on guests' perception of service quality (Vukosav, Wallrabenstein, Bradić, Garača, 2020, p.267-283). This behavior can be observed from three aspects (Savić, 2017, p.1-58):

- Service behavior - is performed within the limits of duty (role-prescribed service behavior);
- Expected service behavior (standards of employees, i.e. work operations); and
- Extra-role service behavior.

## *CONCLUSION*

Business crises of hotel companies are undesirable phenomena but, in modern business conditions, they are sometimes inevitable. They can be caused by various factors - external and/or internal. In terms of crisis management, the predominant opinion is that there is a need to distinguish between strategic crises, success crises, and liquidity crises. The management of each hotel company in such circumstances, in general, or in particular, takes on the role of crisis management.

This was also the case with Hotel Majestic - Belgrade. Crisis management activities to detect the symptoms and causes of the crisis, as well as to remedy the crisis, are based on basic and special accounting reports as dispositive and control management instruments. What, then, remains for the management as a strategic tool aside from the critical acquaintance of employees with the severe consequences of the general crisis? On the other hand, even in such conditions, the management and employees have constant training, permanent education, and training to contribute to raising the quality of hotel products and services, as well as to innovate and introduce new hotel products which could raise the level of competitiveness.

According to the accepted and analyzed classification of symptoms and causes of crises, crisis management can be divided into strategic, operational, and financial crisis management, which can be further differentiated into the crisis management for overcoming liquidity crisis and the crisis management for overcoming solvency crisis.

Strategic crisis management, from the aspect of prevention, should protect the existing potentials and preconditions for the realization of the basic economic goals and success of a company, i.e. to timely identify and remove obstacles so as to ensure the successful future of the company.

Operational crisis management has the task to eliminate the threats a crisis may pose to the company's success: the achieving or not achieving sales, business revenues, and profitability of company's operations.

Among other things, crisis management is a special form of enterprise management meant to eliminate the causes of a crisis, i.e. to overcome the crisis of a company through the rehabilitation process. Certainly, the crisis plans for 2020 and 2021 in Hotel Majestic will help this company cope with the crisis and give it a chance to avoid business difficulties. Uncertainty in the business of companies or hotels has never been greater than in the current conditions which exhibit a high probability of worsening in the

future. In this context, a manager, salesperson, and employee must know how to react to all possible situations during the provision of the hotel product/service and they must be fully willing to do so. The manager is, then, not only a participant in achieving the convergence of goals, but also a participant in finding different possible scenarios for the development of a capable reactive organization. On the other hand, employee training is fundamental for achieving overall quality because it is the best way of permanent improvement (and rewarding) of employees. Heads of sectors and services should encourage employees to constantly raise their level of technical skills and professional knowledge, and, thus, expand their capabilities. In quality organizations, everyone is constantly learning. From the standpoint of management, Hotel Majestic focuses all attention on the constant improvement of the quality of services provided to guests, even in the conditions of a long-lasting general crisis. It is a sustainable way for this hotel to remain competitive even in difficult business conditions. The quality of service largely depends on the efficiency and effectiveness of first-line employees and their immediate supervisors.

The results of empirical research show that the positive perception of the application of human resource management instruments, i.e. their permanent learning and improvement, increases the motivation of employees for delivering high-quality services. In conditions of general crisis, when employees have the feeling or experience that their organization consistently and adequately applies human resource management instruments such as selection, training, performance appraisal, compensation, and benefits, employees are motivated to dedicate themselves to their main job, which is providing service to guests. Thus, efforts to promote service quality must be based on employee behavior management and education, and this (in terms of synergy) leads to a learning organization.

A permanent learning organization is a concept that is becoming an increasingly widespread philosophy in all adaptable companies, from the largest transnational companies to the smallest ones. The management of Hotel Majestic also relies on such a philosophy and tries to incorporate it into the consciousness and actions of the hotel's employees. Hotel Majestic as a learning hotel organization, especially in times of crisis, is directed by the management, theoretically and practically, so that it makes progress through changes, i.e. adaptability and flexibility. Changes, and new ways and styles of doing business are introduced with full capacity, clear goals, and plans. Certainly, well-balanced changes carry risks but also promote opportunities in the increasingly turbulent hotel market, where rapid changes are constantly taking place. Insufficient speed of adjustment, and stagnation lead to the collapse of business activities.

Therefore, in a permanently learning hotel organization, employees constantly find new sources of information, learn from the experiences of other participants in the tourism market, and, above all, discuss the needs of consumers/guests. That is why the learning of employees is facilitated in all possible ways and rewarded because it is a great satisfaction for each individual if his work is appreciated. In such an organization, experiments, initiatives, and innovations are also encouraged, and each member of the hotel company is stimulated and encouraged. Successes and mistakes are analyzed and communicated publicly because the sense of caring for each individual develops team spirit in a learning organization. This is because the modern shared vision of a learning organization must be built on the individual visions of the hotel company members. Leading managers in a learning organization must not equate the organizational vision with their own; on the contrary, the common vision of all employees must be the result of joint interaction of individuals in the organization, harmonization of individual visions, and their development in a common direction. This process of changing direction in building a vision from a vision imposed from the top of the organization to a shared vision created by involving all employees is a long and difficult journey and requires significant changes in a hotel's organization.

Therefore, the creation of a common vision, especially in times of crisis, must be accelerated by using scientific and professional methods and models so that the changes in direction can be as successful and as fast as possible, especially in a hotel of such size and location as Hotel Majestic. Research results in the observed Hotel Majestic show the kind of communication plan and the type of critical solutions that can be applied to the observed hotel, and other hotels in Serbia, with the aim of business improvement. Recommendations of employees in this and other hotels in Serbia are generally good, but the findings suggest that certain steps could be taken in this industry to further improve the relationship between employers and employees. Some research-based recommendations would be as follows:

(1) Despite the fact that the current leadership styles have a positive impact on the relational psychological contract within the hotel, this research still reveals that leaders and employees alike must further enhance their understanding of mutual obligations. Leaders should do more to further improve communication between themselves and their employees, as significant differences exist regarding their perceptions of mutual obligations;

(2) The level of the leaders' commitment towards their employees should be improved since workers identified this as an important obligation the leaders should have towards them as there were also mixed sentiments regarding this aspect. By improving their commitment to their employees, leaders can also mitigate some effects of the relations with their employees, such as enhancing the employees' effectiveness in handling pressure

(3) The third and final recommendation is for leaders to focus more on recognizing the efforts of their employees. The employees' negative sentiments largely stemmed from their dissatisfaction with the rewards they received for good conduct. Leaders must formulate new methods to recognize and observe the diligence employees exhibit and, ultimately, ascertain what forms of reciprocation employees expect for their effort and hard work. Fulfilling this recommendation could dramatically improve employee motivation and increase employee trust and loyalty to leaders.

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## ОРГАНИЗАЦИЈА КОЈА УЧИ У КРИЗАМА ХОТЕЛСКЕ ИНДУСТРИЈЕ

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### Резиме

Перманентни процес образовања и подизање перформанси запослених у смислу већег обима знања и вештина, нарочито у условима општих криза, је предмет истраживања у овом раду. У раду се указује на одржавање привредне активности и стабилности пословања (посебно хотелијерства, на примеру hotela „Majestic“) и у тешким условима пословања, као и у последицима пандемије. Неспорно, суштинско разумевање криза уопште побуђују пажњу теоретичара из више научних области (историје, медицине, политике, психологије, друштвених наука) а менаџмент приступ, односно на област економије, за хотелијерство је пресудан. Бројне ове приступе и аспекте пословања требало је тестирати на пословању Hotela „Majestic“ односно на образовној структури запослених у овој организацији који су послужили као узорак у моделу. Тестирање је извршено путем анкета, упитника и интервјуа, а резултати су сагледавани у статистичким серијама и методама, као што су корелациона анализа или регресија. У раду су апострофиране компоненте (6) процеса учења. Прикупљање података од запослених на првој линији услуживања (рецепционери, конобари, особље у кухињи, собарице, добављачи, и др.) и њихових непосредних руководиоца у хотелу извршена је метода упитника, после спроведене обуке и иновирања знања. Први упитник садржао је питања о: полу, годинама, старости, годинама радног стажа у хотелијерству, нивоу образовања. У другом упитнику од запослених се тражило да омене примену појединих инструмената управљања људским ресурсима у хотелу.

Аутор, у закључку констатује да водећи менаџери у учећој организацији не смеју организацијску визију поистоветити са својом личношћу, већ напротив, да заједничка визија свих запослених мора бити резултат заједничке интеракције појединаца у организацији, усклађивањем појединачних визија и њиховим развојем у заједничком смеру. Тај процес промене смера у изградњи визије, од визије која је наметнута са врха организације до заједничке визије која се ствара укључивањем свих запослених, представља дуготрајан и тежак пут и захтева значајне промене у хотелској организацији.

### Appendix – questionnaire

Both questionnaires consist of two parts – the first part contains questions about the employees (gender, age) and the second part concerns the aim of this research.

1. How would you classify the style of your managers?

(Circle all the answers relevant to you)

- |                    |                    |                 |
|--------------------|--------------------|-----------------|
| i. Autocratic      | v. Team-oriented   | ix. Regulatory  |
| ii. Democratic     | vi. Multi-Cultural | x. Sergeant     |
| iii. Strategic     | vii. Facilitative  | xi. Charismatic |
| iv. Transformation | viii. Passive      | xii. Visionary  |

2. Express your opinion, by providing answers to the following questions on the characteristics of your managers:

I. Do they value you as a worker/employee?

II. Do they exhibit good communication and agreement with your requirements?

III. Do you have any additional comments regarding the above question (2)?

3. How would you rate your abilities as a worker/employee in the following areas?

Circle the most relevant answer

- |  |      |         |      |           |
|--|------|---------|------|-----------|
| I. Work/performance of duties under pressure |      |         |      |           |
| Indefinitely                                 | Poor | Average | Good | Excellent |
| II. Openness to change or new experiences    |      |         |      |           |
| Indefinitely                                 | Poor | Average | Good | Excellent |
| III. Communication with others               |      |         |      |           |
| Indefinitely                                 | Poor | Average | Good | Excellent |
| IV. Working abilities                        |      |         |      |           |
| Indefinitely                                 | Poor | Average | Good | Excellent |



4. Which of the following factors do you think your managers expect from you outside of a written employment contract?

- |                               |                 |
|-------------------------------|-----------------|
| i. Effort in all tasks        | vi. Initiative  |
| ii. Contribution of new ideas | vii. Creativity |
| iii. Additional tasks         | viii. Teamwork  |
| iv. Loyalty and effort        | ix. Diligence   |
| v. Good performance           |                 |

Do you think that you meet the above expectations?

5. Which of the following characteristics do you expect from your managers?

- |                                 |                                  |          |
|---------------------------------|----------------------------------|----------|
| i. Support you                  | vi. Job security                 | j. ----- |
| ii. Tips and communication      | vii. Career Opportunities        | -----    |
| iii. Trust                      | viii. Giving autonomy to workers | -----    |
| iv. Loyalty                     | ix. Vision                       | -----    |
| v. Ability to implement changes | x. Other (specify)               | -----    |

6. Evaluate the following aspects of your relationship with your managers:

- | Trust           | Loyalty         | Communication   | Recognition for good performance |
|-----------------|-----------------|-----------------|----------------------------------|
| i. Indefinitely | i. Indefinitely | i. Indefinitely | i. Indefinitely                  |
| ii. Bad         | ii. Bad         | ii. Bad         | ii. Bad                          |
| iii. Average    | iii. Average    | iii. Average    | iii. Average                     |
| iv. Good        | iv. Good        | iv. Good        | iv. Okay                         |
| v. Excellent    | v. Excellent    | v. Excellent    | v. Perfect                       |

7. If applicable, while working, how often do you show any of the following characteristics.

I. Helping other workers/employees with questions/insecurities at work

Indefinite	Never	Sometimes	Often (whenever possible)
------------	-------	-----------	---------------------------

II. Workplace engagement

Indefinite	Never	Sometimes	Often (whenever possible)
------------	-------	-----------	---------------------------

III. Looking for another job / changing profession

Indefinite	Never	Sometimes	Often (whenever possible)
------------	-------	-----------	---------------------------

IV. Demonstrating diligent behavior that will inspire and motivate employees to follow your example above and beyond what is expected of them

Indefinite	Never	Sometimes	Often (whenever possible)
------------	-------	-----------	---------------------------

8. In what way do you believe your behavior contributes to the organization and motivation of employees?

Note: This can be internal (functioning of the organization) or external (related to customer service)