

ROLE OF THE ENTREPRENEUR, OWNER OF THE COMPANY IN MOTIVATING THE EMPLOYEES IN THE TOURIST SECTOR

ULOGA PREDUZETNIKA, VLASNIKA KOMPANIJE U MOTIVISANJU ZAPOSLENIH U SEKTORU TURIZMA

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Abstract: *Operation of a company can not do without adequate production resources, and people with their abilities, are one of those resources, which are called human resource. Human resources are very important for the company for two reasons. Humans affect the economic viability of the firm. They create and produce goods and services, quality control, place the products, manage finances and determine the overall strategy and objectives of the firm.*

Key words: *entrepreneurship, tourism area, human resource, motivation*

Sadržaj: *Kompanije ne mogu da obavljaju svoje poslovne aktivnosti bez adekvatnih proizvodnih resursa, i ljudi sa njihovim sposobnostima, jedan su od onih resursa, koji se nazivaju ljudskim resursima. Ljudski resursi su veoma važni za kompaniju iz dva razloga. Ljudi utiču na ekonomsku održivost preduzeća. Oni stvaraju i proizvode i usluge, vrše kontrolu kvaliteta, plasman proizvoda, upravljanje finansijama i određuju ukupnu strategiju i ciljeve preduzeća.*

Ključne reči: *preduzetništvo, turizam, ljudski resursni, motivacija*

1. INTRODUCTION

The companies differ in activity which they are carrying out, products and services they provide, the areas in which they are operating, the technology they use, organizational structure and the structure of the employees. But they are all unique in relation to the employees because every successful enterprise as an important factor in work, it considers the employees and human resources. The entrepreneurs, owners of enterprises in the tourist sector are the concern for its employees as they try to comprehend their needs and motivate employees. Because its represents management activity, the motivation is directed towards the stimulation and encouragement of individuals to undertake activities aimed at realization of the desired action³⁰⁰. The whole of each entrepreneur that wishes its enterprise to develop and of little to make a huge is to possess the optimal structure of employees and create conditions for their motivation.

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2. THE ENTREPRENEUR AND MOTIVATION OF THE EMPLOYEES IN THE TOURIST SECTOR

Motivation of the employees is the basis for the formulation of the strategy on the work of the companies in the Tourist sector. The owners of the companies have the biggest role in the creation of a motivated working environment in which the employees of the enterprise manly is best to utilize motivational skills that carry them in them³⁰¹. To provide organizational culture that encourages employees, owners of the enterprises can rename one of the following modes of operation:

- That are creating real, achievable standards in work in terms of employees and to introduce criteria for the connection of the reward with the accomplishments
- to introduce indicators to measure the carrying out their working tasks,
- to introduce specific standards and criteria for the execution of the working tasks,
- that's making connections results achieved to reward employees with a transparent manner,
- increase the reward that's the increase in the results to the level that will contribute to the stimulation of the motivation and
- to apply known model on rewarding the employees.

One of the basic preconditions for motivated employees is the introduction of the organizational culture that ensures a high level of satisfaction of the employees of the work that they have completed. The satisfaction of a job is defined as an individual attitude to the work that it is carrying out of the person². However, the work in the

Tourist sector is much more than just the usual Pursuit of certain activities such as the preparation of a menu, serving the guests, preparing of food, organizing the travel, the creation of the offer for travel, work with computer programs, or programs for entertainment of tourists. The work implies the interaction of one employee by another, the interaction of all employees in the company and the interaction between the employees and the entrepreneur-owner of the company. The entrepreneur, owner of the company is responsible for creating the organizational culture in which will stimulate the process of motivation and constructive communication. The communication that is executed between the entities in the companies, aims to assist in the process of implementation of the change in the company, that's pointed the site activities in it, to assist in rerouting and adaptation of the employees to the working conditions which are not always according to the demands of the Summits employees.



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The employees are about to do a one that they want to make any, or otherwise if they are motivated by themselves or through external impetus to do so³⁰².

In order to raise the level of satisfaction with the work of the higher level, the entrepreneur should create organizational conditions and environment in which through reward and recognitions of the work will be pointed out the moral values of the employees.

The existence of organizational conditions for stimulation of the motivation of the employees in the company implies the existence of a system of compensations or methodology for rewording the employees in the Tourist sector. Methodology for rewording of employees represents regulatory mechanism between the depositing and the contribution of the employees in the creation of a total Performance history, income in the company and the distribution of outcomes, income between the employees and the owner of the company³⁰³. From the manner of distribution of income and its structure depends on the interest and motivation the employees towards carrying out their work.

Through the methodology for rewarding, the employees can encourage different forms of behavior of the employees, the personal responsibility towards work, greater commitment and interest of the employees, low level of fluctuation of the employees and the like. Methodology to rewording and recognition at the same time presents a means for managing the employees. If the owner, entrepreneur the enterprise does not apply the appropriate methodology to reward and employees are seeing it and feeling it, which mainly apply disinterest and melancholy to the work that they are performing.



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The model of rewarding of the employees at the same time is a means of information, management, motivation and reward for the employees because its employees who have information about the work that they are performing to be more motivated to keep up with their work activities and the realization of the aims of the company for the difference of the employees who do not have specific information on what it is being done in the company.

3. ORGANIZATIONAL CONDITIONS FOR MOTIVATING THE EMPLOYEES

The stimulation of the motivation of the employees in the Tourist sector is dependent on several factors. Each owner, entrepreneur or manager should create organizational conditions in which will be to satisfy the needs of the employees and to perceive the differences between satisfied and they need what employees expect this to receive from their work. Designing the processes and activities to motivate the employees and to the determination of the short-term and long-term strategies for improving the satisfaction and motivation among employees represent a challenge and an obligation for managers. On the other hand need to impose the determination of the criteria for each category of employees to certain criteria, for example, the newly employed, certain criteria for qualified employees, certain criteria for administrative employees.

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in which the employees themselves will be able to analyze one's own behavior and will be able between each other to influence the attitudes and the contemplation of the work they are performing.

The employees by themselves, difficulty adjusting to changes in surroundings. Procurement of the conditions for motivating the employees depends on the knowledge of the unity and diversity of the employees, the company surroundings and knowledge of the common features of the employees and the developmental trends in surroundings. The program for the motivation of the employees should be harmonized with the level of development of the enterprise and surroundings. The Interim system reward is an individual, a specific system which should be aligned with the demands of the situations.

In order to achieve a situation in which the employees would have been satisfied with the work which are exploring, it is necessary to create a firm organizational conditions and situations in which will stimulate motivation and will highlight the importance of the moral values of the employees. The satisfaction of the employees of the work that what they are performing and motivation of employees in the firm representing complex and more important concepts. Successful companies focus on satisfaction and motivation of employees.

Under the satisfaction of the employees shall mean a subjective assessment of the degree of satisfaction which results from the assessment of personal satisfaction with various aspects of belonging to the company³⁰⁴.

Measuring the satisfaction of the employees is part of the management process that is being implemented in the company. It means that an efficient process of management the enterprise implies efficient and effective system to measure the satisfaction of the employers³⁰⁵.

The satisfaction of the employees is related to the perception of the employees to the extent to which the motives are met significant for their involvement. Measurement of the satisfaction of the employees is followed by measuring the motivation of the employees. These two systems of measure are performed simultaneously. Measuring the level of satisfaction is carried out independently of measuring on motivation. It allows defining the relationship between the two variables.

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The satisfaction of the work refers to the extent to which the employee felt for satisfaction and fulfillment in the execution of their tasks. In other words the satisfaction of the work is the general attitude that the employee has for the work, which is carrying out.

The satisfaction of the work cannot be defined or measured in two ways; there are two approaches in the determination of the satisfaction of the work: an individual approach to the orientation of the satisfaction with the work and a summary approach to the orientation of the pleasure of working.

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There are several factors that influence the satisfaction of the employees and they represent a base or g regulate the conditions that should be met in order to encourage the process of motivation in an enterprise.

The stimulation of the motivation among employees depends on the fulfillment of the following preconditions³⁰⁶:

- satisfaction of the needs of the employees as a condition of satisfaction with work-satisfaction of the work is determined by the extent to which one type of work allows the employee to fulfill their needs become common, employees who are satisfied with the work that I work, work in the enterprise in who has a good working conditions, internal flexibility and high level of communication in the company. The companies, in the process of carrying out the work there is a high level of communication if the entrepreneur has confidence in its employees.
- the difference between what it shall have the employees and what they expect it to obtain the personal-satisfaction came as a result to satisfy the needs. The employees I perceive the difference between what it shall have and what they are about to receive. If we satisfy the needs, the employees immediately give me known difference. Satisfy the needs it's mean difference between it as the employees they expect to receive from a working position to, for example, a good salary and stable job and it realistic to receive for the carried out work.
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CONCLUSION

Entrepreneurs, owners of enterprises in the Tourist sector are obligated to create organizational culture that will enable the stimulation of the process of motivation. Managers of the companies that want to remain competitive in the market must be organized to act in relation to the employees. For them to realize the objectives, entrepreneurs use different motivators with aim to encourage employees to be more productive and more efficient in carrying out their tasks the reporters working. They have an obligation to provide organizational conditions for motivating the employees. From huge importance for entrepreneurs in expectation the satisfaction of the work has known the significance and hierarchy of motives that are of importance for the employees. What every enterprise it is necessary to introduce different methods for measuring the satisfaction of the work and for rewarding the employees. The procurement of appropriate conditions for motivating the employees depends on the knowledge of the similarities and differences among the employees in the company.

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