

Competencies Management for Creating Effective Strategies and Control as Factors for Development of the Municipality of Peja

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Abstract

On the threshold of the new millennium, management competencies are a key factor for creating effective and attractive hotel offer for hotels that will be competitive in the international tourism market. Managers, as holders of the entire process of planning, organizing, motivating and controlling of hotel activities have been placed in front of the challenge to productively use their knowledge, skills, attitudes and experiences in formulating effective development strategies that will enable realization of the objectives of the hotel. They meet with new business trends, new knowledge, ideas, and perfected requirements of existing and potential tourists, their changed lifestyles and attitudes, the emergence of alternative forms of tourism. The need of quickly, but effectively decision, underline the importance of managers.

Proceeding from this, the goal of the paper is through theoretical and empirical research is to consider the management skills as a factor for the development of the hotel running of the municipality of Peja. In addition, by applying the techniques of surveying and depth

interview of managers and surveys of employees and hotel guests will see the positives, but also the shortcomings of the hotel offer in terms of managerial competence. Based on the findings, recommendations will be given for improving management competencies and through them the hotel offer the municipality of Peja.

Key words: managerial competencies, knowledge, skills, personal characteristics, innovation, tourism market, hotel offer, competitiveness, municipality of Peja.

INTRODUCTION

Tourism and the hotel industry as an essential part of it, today face a number of challenges that make the tourism market particularly sensitive, complex, dynamic and highly competitive. There is no tourist destination that is not involved by the process of globalization and its effects. The impacts of global economic flows make the tourism market highly competitive. In such conditions, the competitiveness of hotel services is the ultimate success of every hotel, but also of the tourist destination as a whole.

Kosovo, as a new state, after the painful economic and political processes it has been dealing with in the past century, the first decade of this century has faced a number of difficulties in the fields of economy, health, education and tourism.

Today, tourism in Kosovo, with an emphasis on several municipalities, including Peja, is characterized by continuous development and high sensitivity. As a sector of the economy, the role and importance of tourism is widely accepted as it helps to increase GDP, improve the balance of payments, create new jobs, increase investment and promote development at either the local, regional or national level.

The Municipality of Peja is one of the most important and attractive tourist areas in Kosovo. Its rich cultural heritage created by ancient civilizations until the new age is part of the world's cultural heritage. Peja is famous for its beauty and natural attractions.

1. THEORETICAL OVERVIEW OF THE ESSENCE OF MANAGEMENT COMPETENCIES

1.1. The character of management competencies

Today's modern conditions in which tourism business enterprises are, globalization, fast trends, dynamic trends, changing tourist desires and needs have imposed the need to perceive managers and their competencies or capabilities as a decisive factor in positive performance for hotel companies.

Unlike before, when the success of hotels depended largely on their financial strength as well as the techniques available to them, the current conditions and circumstances in which hotel companies operate emphasize the manager's skills and abilities with his knowledge, skills and abilities to guide the hotel towards achieving its goals and achieving competitive advantage in the market. Thus, the human factor, i.e., the manager as the brain of the hotel company, is the one who has to plan, to organize and to control the work of all employees, to study, to analyze and to predict the environment and make strategic decisions that will satisfy specific and the changing demands and desires of tourists, will attract new tourists and effectively fulfill their tasks and goals.

The manager is responsible for planning and directing the overall work of the enterprise, organizing the activities of all employees and taking appropriate corrective action. Still, in the literature the Manager is defined as the expert who organizes and directs the activity of the enterprise and ensures that the work is done with the help of other people. Its core task is to design organizational development goals, create the best strategies, and design action plans that deliver the highest results (Simonska, 2013).

To be able to successfully run a hotel business through the challenges and impacts of global competition, rapid technological change, innovation, manager must possess and develop a set of personal knowledge, skills, behaviors and qualities. This complex of knowledge, skills, personal values, behaviors, creates the managerial competencies that managers must possess and develop in order to effectively and efficiently achieve strategic goals. Therefore, it can be freely argued that the acquisition of competencies is in promoting organizational performance and achieving competitive advantage (Lawler, 1994).

In theory there are numerous definitions of what the term competence or competent is. In general, they point to the potential of people to perform a specific activity within the work. Competence indicates that you have the knowledge, information, skills, motives and behaviors of employees to perform their tasks and achieve the required results. Competence still refers to the basic characteristics of the person that leads him to produce an effective and exceptional performance. (Boyatzis, 1982). From a management perspective, competence demonstrates the power of managers to achieve high results in the areas in which they operate, effectively organizing employees' work in order to set and accomplish organizational activities and goals. Competences are defined as cognitive (knowledge and skills), affective (values and attitudes) behaviors, motivational characteristics, and the affinity for people to be successful in specific situations (Boyatzis, 1982).

A successful hotel manager must possess many different skills and performances that together with specific knowledge and experience will contribute to promoting the hotel's position in the international market. Also, the hotel manager has to fulfill multiple roles to effectively fulfill the duties of the hotel he manages. Three general types of hotel business goals that are the focus of managerial work are: (Barrows et al., 2012, pp. 5-6).

1. The manager wants the guests to feel welcome;
2. The manager wants things done according to the needs and wants of the guests;
3. The manager wants to ensure that business processes and activities will continue to provide the services needed for the guests, but also ensure profits.

In literature there are different notions and views as to what are the essential characteristics that a manager as a professional should possess and at the same time develop and apply successfully in their work. Some of these characteristics are gained by managers through formal education, attendance of various trainings, seminars, courses, self-education, etc., while some are called personal characteristics or personal traits.

Managers that work in the field of tourism and hospitality are constantly challenged to meet the rapidly changing and specific requirements and needs of existing and potential tourists. This is why

they need to constantly follow trends and create and introduce innovations that will make existing tourists return to that tourist complex, but will also be of interest to potential tourists.

2. THE INDICATORS OF MANAGERIAL COMPETENCIES

When it comes to the competences a manager possesses, it is not just about the education and experience he possesses, it is about a complex of knowledge, experience, leadership, innovative and creative skills, communication, entrepreneurship and other skills that qualify the manager as highly prepared and successful in his job. Therefore, the effectiveness and achievement of a manager's high performance depends on his personal knowledge, skills, and qualities.

3. THE PERSONAL CHARACTERISTICS OF MANAGERS

Managers, regardless of the industry they belong to and the field in which they work represent people like everyone else who has feelings, have their own internal traits, ideas, attitudes, tastes and so on. Thus, a manager's personal performance or competencies are the internal qualities that determine how a manager behaves with the people around him, his employees, and other stakeholders. Thus, managerial performance is associated first with the managers themselves and then with their position and authority in the organization (Cockerill, 1989).

Charan (2007) identified six personal characteristics needed for success in the twenty-first century: Charan (2007)

1. Ambition (but not by any means),
2. Desire to learn (without repeating mistakes made),
3. Persistence and perseverance (but not by any means),
4. Social openness (climate of exchange of views),
5. Realism (without exaggerating problems and expecting the worst),
6. Self confidence (which does not go beyond limits).

In addition, the following expressions of critical managerial personality are found in the literature: (Abraham et al, 2001)

- Management skills (manager's ability to lead, direct, his employees);
- Consumer focus;

- Results orientation;
- Problem solving;
- Communication skills;
- Team Leader.

Conclusions and recommendations for the development of hotel management competencies in the Municipality of Peja

Based on the theoretical and empirical research carried out in the doctoral thesis entitled "Management Competencies for Creating Effective Strategies and Controls as a Factor for the Development of Hotel Management in the Municipality of Peja", the following conclusions can be drawn related with the hotel management in the Municipality of Peja, to promote its operations and expand its participation in the international market:

- The modern business world emphasizes the human factor which, as Drucker used to say with his knowledge, is the only significant source today (Drucker, 1993). Thus, it depends on their expert knowledge as well as their hospitality to create a pleasant atmosphere and quality services to meet the demands of the tourists.
- Given the complex and turbulent environment in which hotels operate today, the role of the manager as the carrier of the management process is essential for the successful operation of the hotel.
- Managerial competencies represent the amount of knowledge, skills, experience and personal skills of managers.
- To effectively lead the hotel through a turbulent environment, managers need to increase their competencies. To this end, many methods and techniques can be developed to improve existing skills but also to acquire new knowledge and skills.
- Contemporary managers, in addition to investing in their growth and development, should encourage the improvement of their employees' skills, as a condition of creating an offer to compete in the world market.
- Managerial staff should create an atmosphere of work in which employees feel as important part of the team, motivate and direct employees towards the proper performance of

activities, encourage them to think creatively and with their ideas and suggestions for participate in decision making.

- Managers today cannot be successful unless they think strategically. They should choose strategic guidelines that best meet the goals set.
- Managerial competencies are also a requirement for effective hotel control.
- The Municipality of Peja is one of the most attractive and important destinations for tourism development in the Republic of Kosovo.
- One of the important factors for the development of hotel tourism in Peja are the hotels management competencies in the municipality.
- From the research conducted by guests, managers and employees in the most representative hospitality premises in Peja, Dr. Alberta Tahiri came to important conclusions. The most frequent guests in the Municipality of Peja as an attractive tourist destination are 36-year-old guests.
- Most managers in hotel companies are highly educated, but the share of tourism and hospitality staff is relatively small.
- Most managers are between 30 and 40 years old, allowing them to permanently develop their competencies.
- Most managers (78%) speak a foreign language, 51% of which speak one language and the other two or more languages.
- Managers have visions of entering new markets by introducing innovations in supply.
- Almost half of the managers stated that they try to avoid risky situations, which means that they are satisfied with the existing hotel activities. 13% of managers take the risk, but without its analysis and evaluation, which is also negative and leads to unwise and hasty decisions. Whereas 40% of managers first assess the risk and then decide. It can be concluded that managers' entrepreneurial skills are not sufficiently represented and developed.
- Managers pay little attention to improving their knowledge, skills and experience, ie their competencies.

On this basis the following recommendations have been made:

- To create a quality and attractive tourism product of the Municipality of Peja as a tourism destination that has potential for tourism development, a strong competitive hotel business must be developed.
- Since knowledge is an essential asset, expert knowledge, visions, leadership, culture, competence and teamwork must be part of the hotel's knowledge management.
- Hotel managers need to be aware of the importance and need for teamwork, as well as creating a climate of mutual cooperation.
- To be able to place attractive offers on the international tourism market, managers need to think strategically about creating an innovative set of comprehensive services that fully meet the expectations of modern tourists.
- Achieving planned strategies and goals requires managers to control the overall business process of the hotel, not just the quality of the product offered.
- To be successful leaders, managers must also be good motivators for their employees, above all to meet employees' material expectations.
- Managers in the hotels of this municipality should plan to develop the professional skills of the employees using different methods.
- In order for managers to fulfill the above recommendations, they must constantly improve their competencies, i.e. expand their knowledge and improve their skills.

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