

**HUMAN RESOURCES IN TOURISM AS A FACTOR OF
ITS EMPLOYMENT AND COMPETITIVENESS GROWTH –
COMPARATIVE ANALYSIS OF SERBIA
AND SURROUNDING COUNTRIES .**

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Vesna Janković Milić, Sonja Jovanović, Bojan Krstić

Faculty of Economics, University of Niš, Serbia

Abstract. *Improving the quality of human resources is a key factor of the tourism competitiveness. The aim of this paper is the analysis of human resources in the tourism sector in Serbia and the surrounding countries owing to identify relevant dimensions and problems which policymakers should pay attention to in the future. Identification of human resources quality in the Serbian tourism sector will be determined based on a comparative analysis with others countries. In addition, emphasis will be placed on the analysis of the impact of human resources quality to tourism competitiveness.*

Key Words: *tourism, competitiveness, human resources, employment*

INTRODUCTION

The tourism sector plays an important role in the economic development of many countries. The results achieved in the tourism sector are also significant for both regional and local development. The effects of the tourism sector development are not only economic. Besides these economic effects, social and environmental effects are also relevant. With the aim of guiding the tourism sector development of a country, it is necessary to monitor the level of its competitiveness compared to other countries. "*The Travel and Tourism Competitiveness Index*" is an indicator of the level of tourism development in national economy and its competitive position among other economies.

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Corresponding author: Vesna Janković Milić

Faculty of Economics, Trg Kralja Aleksandra 11, 18000 Niš, Serbia

Tel: +381 18 528 655 • E-mail: vesna.jankovic@eknfak.ni.ac.rs

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Tourism is labour-intensive industry that employs a large number of people. It creates the opportunity for developing countries to overcome their latent problem of high unemployment. The efficient utilization of tourism resources is also very important for the group of developed countries, especially in the time of economic crisis, when it is necessary to hire a significant number of people. Besides the direct effects of tourism sector on employment, it is particularly relevant to consider the issue of tourism sector indirectly contribution to the employment growth rate.

The aim of this paper is the analysis of human resources in the tourism sector in Serbia. *"The Travel and Tourism Competitiveness Report 2011"* points out the fact that human resources are a very important determinant of tourism development and competitiveness. According to this determinant, Serbia has a very low rank in comparison to the surrounding countries.

1. THE THEORETICAL AND METHODOLOGICAL BASIS: ELEMENTS OF TRAVEL AND TOURISM COMPETITIVENESS INDEX

Global competitiveness and tourism concentration create numerous challenges and problems in the creation of consumer loyalty and sustainable competitive advantage in the tourism product market [1, p. 23]. Generally accepted indicator of the tourism competitiveness is *"The Travel and Tourism Competitiveness Index"* – TTCI, which is published by the World Economic Forum. The primary objective of the methodology of *"The T&T Competitiveness Index"* is quantifying the impact of factors and policies that affect the tourism attractiveness and development in different countries [2, p. 46].

The TTCI is composed of three subindexes [2, p. 4]:

- A: Subindex – *"Tourism and travel regulatory framework"* - It includes elements that are related to the tourism and travel state policy.
- B: Subindex – *"Tourism and travel business environment and infrastructure"* – It includes the basic elements of the business environment that represent the so-called "hard" support of tourism development, i.e. infrastructural environment.
- C: Subindex – *"Tourism and travel human, cultural and natural resources"* – It measures and evaluates the so-called "soft" support of tourism development by taking into account the availability and quality of human, cultural and natural resources.

Each subindex contains a number of the so-called pillars or determinants (components), which allow calculation of total score competitiveness. Thus, for example, the subindex of human, cultural and natural resources represents the average ranking of perceived quality of *"human resources (education and training and availability of qualified labour), affinity for travel and tourism, natural resources and cultural resources"* [2, p. 4] (Figure 1).

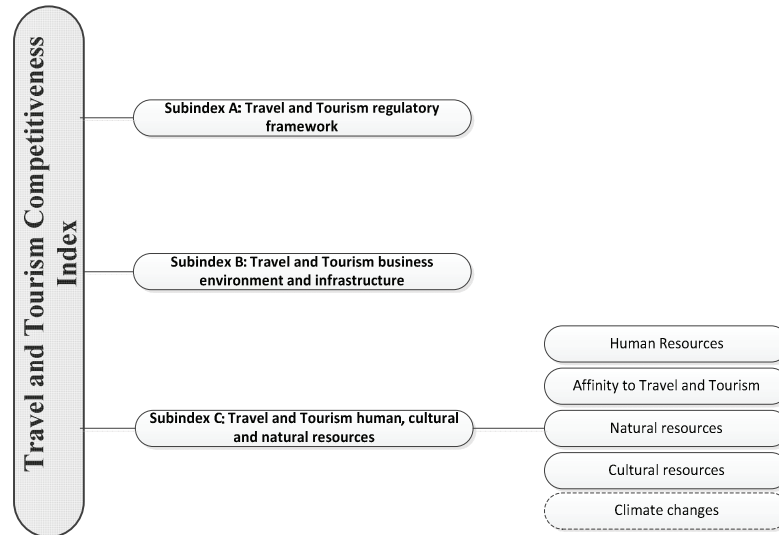


Fig. 1. T&T Competitiveness IndexSource, adapted from[2, p. 5]

The value of the subindex of *human, cultural and natural resources* is the average value of four key components, which are ranked on a scale of 1 to 7. Figure 1 shows five components (right segment on the figure): "Human resources, Affinity for tourism and travel, Natural Resources, Cultural Resources, Climate changes" [3].

The *quality of human resources* depends on the perceived level of employees' education and training. Human resources are an important and vulnerable segment of tourism management because of their role in establishing a connection with the tourists as service users. The quality of human resources affects the quality of tourist services and the competitiveness of the tourism sector. However, despite the increased demand for workers in this sector, there is a challenge for hiring staff with specific skills, abilities, knowledge in the future period. In this sense, the increase of the tourism sector competitiveness will largely depend on the human resources quality improvement.

Affinity for travel and tourism, as an important indicator of competitiveness, depends on the openness of domestic population to tourism and foreign visitors. There are several possibilities for measuring the competitiveness of the pillar: share of income from tourism in GDP, attitude of the local population toward foreign visitors and number of recommendations for visits in business purposes.

Natural resources are significant determinants of tourism development. These resources can represent a competitive advantage of a country compared to other countries. From the aspect of this pillar, the tourism competitiveness of a country indicates the ability of a country to provide visitors with an access to natural resources. In order to measure competitiveness according to this pillar, the following information should be taken into account: the number of areas under protection of UNESCO, the number of national parks, the quality of natural resources and the number of flora and fauna species.

When measuring the tourism sector competitiveness of a country, *cultural resources* should be estimated based on the following variables: the number of objects that represent

the world's cultural heritage, the number of international fairs, exhibitions, the capacity of sport stadiums (which is measured through the number of seats), and the extent of marketing activities in the country's tourist offer presentation.

One of the key tasks in guiding the tourism sector development is competitiveness increase, which is measured by "*The T&T Competitiveness Index*", especially the third subindex C: "*The Tourism and travel human, cultural, and natural resources*" [4]. However, this is quite a challenge for policy makers, since they have to make significant adjustments to their policies.

In order to improve the level of tourism sector competitiveness in the contemporary business environment context it is crucial to develop highly qualified human resources. This is confirmed by many researches [5, p. 267], which have shown that the tourism sector is currently functioning within adequately –insufficiently educated, trained, and skilled workforce. In addition, the seriousness of this problem, confirms the predictions that this trend will continue if the measures of the "new" approach in human resource development in tourism are not timely implemented [5, p. 267].

The adjustment to new operating conditions, characterized by the higher demand in sense of quality and volume of tourism services, requires the following activities related to human resources in tourism [5, p. 266]: "Induction of staff; Appraisal and staff performance evaluation; Effective staff communication; Reward of initiative and excellence, empowerment of staff; Industry-education collaboration." Effective implementation of these activities should be in the function of increasing employment and tourism development. In addition, tourism development will indirectly ensure the creation of opportunities for more intensive employment in other industries.

The tourism sector contributes to the increase in the number of employees in the national economy in several ways. Namely, tourism can affect employment [6, p. 393-394]:

- 1) *Directly*, through a larger number of employees in the tourism sector (e.g., employment in hotel business, travel agencies, airports, passenger transport companies, etc.). Increasing number of employees in the tourism sector is a result of the broader scope of tourism activities.
- 2) *Indirectly* – Increased activity of the tourism sector can create additional demand for the inputs of the tourism sector. Thus, increased demand causes an increase in the level of employment within other industries, which are related to tourism (trade, industry, handicrafts, agriculture, etc.).
- 3) *Induced* - Tourism development increases the living standard and consumption of the people employed in this sector. Thus, the increased demand for goods and services, which has been induced by employees in tourism, can increase the number of employees in manufacturing and service sectors (textile industry, education, etc.).

Tourism is one of the most important sectors in the economies of many countries, but it is also one of the most important industries on a global level. Economic development depends on the development of the tertiary sector to a large extent. In many countries, tourism is the most important service industry. Apart from the fact that tourism has significant impact on GDP growth, the volume of export and protection of the environmental, this sector also employs many people.

2. RESEARCH METHODOLOGY

The subjects of the research in this paper are human resources in the tourism sector, which are one of the key factors for its development and competitiveness. The actuality of the research comes out of poor quality human resources, which is identified in tourism of Serbia. This paper analyzes the changes in the number of employees in the tourism sector in Serbia and compares the situation with surrounding countries. Then, it analyzes all specific dimensions of quality human resources. After that, in this paper, the focus is on the ranking of the pillar components - Human resources for Serbia, as an element of subindex C- *T&T human, cultural, and natural resources*.

Information base for this analysis is: 1) data from the "*World Economic Forum Report*", 2) assessment "*World Travel and Tourism Council*" by 2020. Considering the quality of human resources in tourism, the first information source serves to identify Serbia as one of the lowest ranked country among the surrounding countries. According to the assessment of The Council, the tourism sector will record a decline in employment growth rate at the global level, but an increase in the participation of employees in the tourism industry in total employment in the world.

The information sources that are listed above, will also serve to analyze the existing situation in terms of human resources quality, as well as to predict contribution of tourism sector to the change of employment growth rate. Particularly, emphasis is placed on the analysis of contribution of tourism to employment growth rate in Serbia.

Two objectives are defined as based subject of this research: I) Comparative analysis of the quality of human resources in tourism of Serbia with the surrounding countries for 2010 compared to 2009; and II) Prediction of employment growth in the tourism sector and its contribution to total employment in Serbia, as well as in the surrounding countries. The research will be conducted by using the following methods: fragmentation, comparative analysis, and synthesis.

3. RESEARCH RESULTS AND DISCUSSION

I) The realization of the first aim in this research is based on: a) Analysis of subindex – *T&T human, cultural and natural resources* for Serbia and the surrounding countries, and b) Analysis of its components with special emphasis on the so-called pillar *Human resources*.

a) Comparative analysis of the value of subindex - Tourism and travel human, cultural and natural resources for Serbia and surrounding countries

According to the World Economic Forum Report 2011 [2], the values of subindex – Tourism and travel human, cultural and natural resources for Serbia and surrounding countries showing, that Serbia, along with Bosnia and Herzegovina, has the lowest rank in the region. In addition, a slight, positive change in this subindex for 2011/2010 is observed compared to 2010/2009, as shown in Table 1. The greatest values of this sub-index in the analyzed period were recorded for Montenegro and Croatia.

Table 1. Subindex T&T Human, cultural and natural resources values for Serbia and the surrounding countries [2]

Country	2011/2010		2010/2009		Change	
	Rank	Score	Rank	Score	Rank	Score
Montenegro	36	4.38	35	4.43	-1	-1.13%
Croatia	43	4.23	43	4.28	0	-1.16%
Hungary	48	4.06	59	3.95	+11	+2.78%
Bulgaria	51	4.05	46	4.20	-5	-3.57%
Slovenia	53	4.03	61	3.94	+5	+2.28%
Albania	61	3.93	66	3.89	+5	+1.03%
Romania	66	3.84	77	3.83	+11	+0.26%
Macedonia	93	3.62	87	3.67	-6	-1.36%
<i>Serbia</i>	<i>94</i>	<i>3.60</i>	<i>96</i>	<i>3.57</i>	<i>+2</i>	<i>+0.84%</i>
Bosnia and Herzegovina	103	3.49	124	3.25	+21	+7.38%

Table 2 shows the four pillars or elements of the subindex *T&T human, cultural, and natural resources*, their values, and changes of rank in the period 2011/2010 compared to the period 2010/2009. In this analysis, it is important to point out that the three pillars (*affinity for travel and tourism, natural resources and cultural resources*) recorded a positive change in this period in both the rank and in the average score.

Table 2. Values of pillars in subindex - T&T human, cultural, and natural resources (Serbia) [2]

Country	2010-2011		2009-2010		Change	
	Rank	Score	Rank	Score	Rank	Score
Human resources	76	4.8	54	5.2	-22	-7.69%
Affinity for T&T	66	4.6	83	4.6	+17	0,00%
Natural resources	123	2.2	126	2.1	+3	+4.76%
Cultural resources	59	2.7	64	2.4	+5	+12.5%

The first pillar –*Human resources* showed a decline for 22 positions in the analysed period. This decline is a result of the decrease in the average score of this pillar, which in 2011/2010 decreased by 7.69% compared to 2010/2009.

b) The structure of pillar - Human resources in tourism and travel for Serbia and for the surrounding countries

Particularly important is identification of the rank of components within pillar - Human resources for Serbia, and for the surrounding countries in the period 2011/2010, which are presented in Table 3.

Table 3. Rank of pillar - Human resources and its components for Serbia and the surrounding countries in 2011/2010 [2]

Country	Human resources	Education and training	Availability of qualified labour
	Rank(score)	Rank(score)	Rank(score)
Albania	57 (5.0)	90 (4.3)	9 (5.7)
Bosnia and Herzegovina	77 (4.8)	103 (4.1)	15 (5.5)
Bulgaria	71 (4.9)	78 (4.5)	42 (5.2)
Croatia	83 (4.7)	73 (4.6)	91 (4.9)
Hungary	44 (5.1)	61 (4.8)	20 (5.4)
Macedonia	75 (4.8)	92 (4.3)	30 (5.3)
Montenegro	35 (5.2)	45 (5.0)	26 (5.4)
Romania	63 (4.9)	74 (4.6)	35 (5.3)
Serbia	76 (4.8)	82 (4.5)	57 (5.1)
Slovenia	42 (5.1)	36 (5.3)	78 (5.0)

Compared to the surrounding countries, Serbia is at the end (ranked 76) of the list in the terms of the quality of human resources in the tourism sector. In the region, only Croatia (ranked 83) and Bosnia and Herzegovina (ranked 77) are the countries which are ranked lower than Serbia. Within this pillar of the TTCI, the component of education and training had particularly bad influence on Serbia's position – rank 82. The structure of the pillar *Human resources* can be considered by the ranking of its components. Thus, in analyzing the structure of this pillar in Serbia, it is possible to consider the contribution of its particular components of the tourism competitiveness to the value of the pillar - Human resources, as shown in Table 3.

The components of the pillar - Human resources - (a) "education and training" and (b) "availability of qualified labor", have shown a decline in rank. This indicates the need to put special emphasis on human resources development in the tourism sector in Serbia (table 4).

Table 4. Components of pillar - Human resources for Serbia [2]

Components	2010-2011		2009-2010		Change	
	Rank	Score	Rank	Score	Rank	Score
(a) Education and training	82	4.5	66	4.7	-16	-4.25%
(b) Availability of qualified labour	57	5.1	31	5.7	-26	-10.53%

If we analyze the variables in the pillar – "Human resources" in the tourism sector in Serbia (table 5), we can ascertain the decline in rank of the following variables - "primary education enrollment", "quality of the educational system", "local availability of research and training services", "extent of staff training", and "hiring and firing practices" in 2011 compared to 2009. In this period, some improvements were recorded in the variables "secondary education enrollment" and "business impact of *HIV/AIDS*".

Table 5. Variables in pillar –Human resources for Serbia [2]

Components	Variable	2010-2011		2009-2010		Change	
		Rank	Value	Rank	Value	Rank	Value
	Primary education enrollment	64	94.2	34	96.9	-30	-2.80%
	Secondary education enrollment	57	91.5	64	87.9	+7	+4.10%
Education and training	Quality of the educational system	86	3.3	49	3.8	-37	-13.15%
	Local availability of research and training services	100	3.5	74	3.8	-26	-7.90%
	Extent of staff training	130	3.0	120	2.9	-10	-3.45%
	Hiring and firing practices	80	3.8	32	4.5	-48	-15.55%
	Ease of hiring foreign labour	69	4.1	67	4.7	-2	-12.76%
Availability of qualified labour	HIV prevalence (a percentage of adults aged 15–49)	20	0.1	22	0.1	+2	0.00%
	Business impact of HIV/AIDS	44	5.8	55	5.6	+11	+3.57%
	Life expectancy	53	74	55	73	+2	+1.36%

These changes of variables in the pillar – "Human resources" in the tourism sector, suggest the need to put a greater emphasis on the following elements: education system, training of employees and employment policies. With respect to the fact that this pillar has largely contributed to lower competitiveness of the tourism sector in Serbia, besides improvement of the regulatory framework, business environment and infrastructure, it is necessary to improve the quality of human resources in the future.

II) Projections of employment growth in the tourism sector and its contribution to total employment in Serbia, as well as in the surrounding countries, have been analyzed with the aim of the second research goal realization.

According to earlier projections of "*World Travel & Tourism Council*", which has been carried out for the period 2011-2020 [6], it has been pointed out that in the year 2011, the tourism sector will participate with 9% in total employment in the world. Additionally, the increase of employment in this sector is predicted by 2021, which will amount to about 10% of total employment (according to the data from "*World Travel & Tourism Council*") [7]. These data suggest that the participation of employees in the tourism sector in total employment will be significantly increased. Table 6 shows the projections of direct and total contribution of tourism and travel sector to employment in the world.

Table 6. Projected direct and total contribution of T&T to employment in the world [7]

Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Direct contribution of tourism to employment										
Real growth (%)	3.0	2.1	2.1	2.3	2.1	2.0	1.9	1.8	1.8	1.7
% share	3.3	3.3	3.4	3.4	3.4	3.4	3.5	3.5	3.5	3.5
Number of employees in 000	99048	101207	103364	105757	108001	110163	112265	114328	116419	118483
Total contribution of tourism to employment										
Real growth (%)	3.2	2.4	2.5	2.5	2.3	2.2	2.2	2.2	2.2	2.3
% share	8.7	8.8	8.9	9.0	9.1	9.2	9.3	9.4	9.5	9.6
Number of employees in 000	258592	265035	271894	278905	285356	291729	298205	304891	311862	319097

According to the projection, direct contribution of tourism to employment and total contribution of tourism to employment in the world, according to the WTTC, have a tendency of decrease while retaining the positive growth rates. It is expected that from 2011 to 2020, employment growth in the tourism sector will be in decline from 3.0% to 1.7% (direct contribution of tourism to employment), actually from 3.2% to 2.3% (total contribution of tourism to employment). However, it may be noted, that the participation of tourism sector in total employment would increase from 3.3% in 2011 to 3.5% in 2020 (direct contribution of tourism to employment). If we observe the total contribution of tourism to employment in the world, the increase of participation of employees in the tourism sector in total employment has been projected from 8.7% in 2011 to 9.6% in 2020.

When considering the situation in Serbia, expectations are that the tourism sector will employ a smaller number of people in a projection period. The projection of direct tourism contribution to employment and total tourism contribution to employment is shown in Table 7.

Table 7. Projection of the direct and total contribution of T&T to employment in Serbia [7]

Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Direct contribution of tourism to employment										
Real growth (%)	4.0	1.4	0.9	-0.2	-1.0	-0.1	0.0	-0.1	-0.2	-0.2
% share	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Number of employees in 000	37.9	38.5	38.8	38.7	38.3	38.3	38.3	38.2	38.1	38.0
Total contribution of tourism to employment										
Real growth (%)	3.6	1.2	1.0	-0.2	-1.0	-0.4	-0.2	-0.3	-0.4	-0.4
% share	7.3	7.4	7.4	7.4	7.3	7.3	7.3	7.3	7.2	7.2
Number of employees in 000	135.3	137.0	138.4	138.0	136.5	135.9	135.6	135.1	134.4	133.8

According to the WTTC, the expectations are that in 2011, the tourism sector will employ 37,900 people (direct employment), which represents 2.1% of the total number of

employees in Serbia. In addition, it is anticipated that there will be no increase in the number of employees in this sector by 2020. By 2013, WTTC predicts drastic decline in employment growth rate (but still positive), and then follows a period of negative growth rate of employment in this sector. In the next ten years, WTTC predicts that decline in employment in the tourism sector and the employment growth rate should be -0.2% in 2020. If we observe the total contribution of tourism to employment in Serbia, the trend is the same. In 2020, the expected employment growth rate is at a level -0.4%. In the structure of the total contribution of tourism to employment, both indirect and induced influence are dominant, as shown in Figure 2.

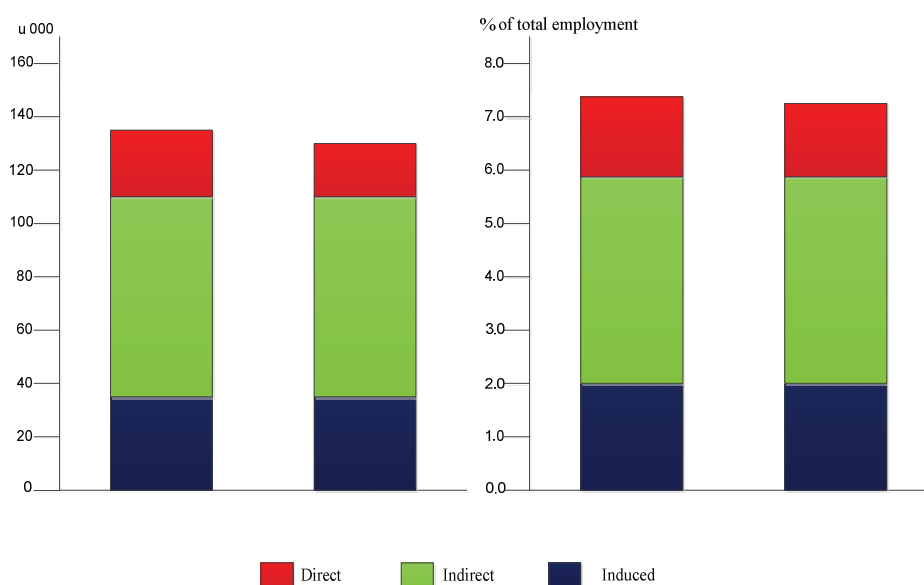


Fig. 2. The structure of the contribution of T&T sector in Serbia to employment (2011)[7, p. 6]

Indirect and induced contributions of tourism to employment cover more than two-thirds of total tourism contribution to employment. Therefore, parallel to the management of growth and development of the tourism sector, the policy makers should put emphasis on increasing employment and growth of the industries on which tourism has indirect and induced effects.

Considering the economic impact of travel and tourism in the report of "World Travel & Tourism Council" from 2011 [9], it may be noted that Serbia is ranked very low, compared to other countries. Therefore, if we analyze the total contribution of tourism to employment in the next ten years, compared to 181 countries in the world, Serbia is positioned at 166th place, with a projection of negative annual growth rates.

Table 8. Projections of the total contribution of T&T to employment in the surrounding countries (2011-2020) [7]

Country/Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Albania										
Real growth (%)	2.9	7.1	4.7	2.0	1.6	1.8	2.0	1.9	1.9	2.0
% share	23.8	25.0	25.6	25.6	25.6	25.8	26.0	26.2	26.4	26.7
Bosnia and Herzegovina										
Real growth (%)	1.6	-1.6	1.9	3.8	2.9	1.8	1.3	1.0	0.9	1.0
% share	7.5	7.3	7.3	7.6	7.7	7.8	7.9	8.0	8.0	8.1
Bulgaria										
Real growth (%)	-0.8	-11.8	-4.4	-2.4	-2.9	-2.7	-2.6	-2.7	-3.0	-2.8
% share	13.6	11.8	11.3	11.1	10.8	10.6	10.4	10.2	10.0	9.7
Croatia										
Real growth (%)	5.2	7.0	4.1	2.6	1.8	1.1	0.2	-0.4	-1.2	-1.9
% share	29.6	30.9	31.4	31.6	31.7	31.7	31.6	31.4	31.1	30.7
Hungary										
Real growth (%)	3.6	0.2	-1.6	0.0	-0.1	0.1	-0.3	-0.5	-0.1	0.1
% share	11.2	11.2	11.0	11.0	10.9	10.9	10.9	10.9	11.0	11.1
Macedonia										
Real growth (%)	6.1	5.9	3.1	1.0	0.7	0.9	0.7	0.3	0.7	1.1
% share	4.7	5.0	5.1	5.1	5.1	5.2	5.2	5.2	5.3	5.3
Montenegro										
Real growth (%)	9.8	18.2	19.2	14.2	8.9	6.3	5.6	5.3	4.3	3.7
% share	15.1	17.6	20.7	23.3	25.1	26.5	27.7	28.9	29.9	30.8
Romania										
Real growth (%)	-0.4	1.1	3.8	3.5	2.7	1.4	1.2	1.1	1.3	1.2
% share	5.2	5.2	5.4	5.5	5.6	5.7	5.7	5.8	5.8	5.9
Slovenia										
Real growth (%)	3.3	4.0	3.8	0.6	0.2	0.2	0.3	0.3	0.9	1.1
% share	12.4	12.7	13.0	13.0	13.0	13.0	13.0	13.1	13.2	13.3

If we analyze the total contribution of travel and tourism to employment in the surrounding countries (table 8), we can notice the same trend that all world countries have. This means that in almost all countries, a decline in employment growth has been projected, but there is increasing share of tourism sector employment in total employment. The exception is Bulgaria, where a decline in share of employees in the tourism sector in total employment has been predicted.

CONCLUSIONS AND IMPLICATIONS

Growth and development of the tourism sector, as well as continuous improvement of its competitiveness are very important for national competitiveness. Managing the numerous factors of development and competitiveness of tourism is a challenge for policymakers. General systematization of factors was conducted in the following three segments:

factors in the domain of the regulatory framework, the factors that determine the business environment, as well as the factors of human, natural, and cultural resources.

Human resources in the tourism sector are one of the key factors for its development and competitiveness. Since low quality of human resources has been identified in the tourism sector of Serbia, this paper focuses on analyzing the quality of these resources and their impact on employment. Specifically, this paper analyzes their structure and points to the variables that largely contribute to the low degree of rank and score. According to Report of the World Economic Forum for 2011, the values of sub index - Human, cultural and natural resources in Serbia and the surrounding countries, show that Serbia, along with Bosnia and Herzegovina, is ranked lowest in the region.

By monitoring the dynamics of this sub index, it has been concluded that the pillar of human resources recorded the largest decline in rank in the analyzed period (2011/2010 compared to 2010/2009), which is primarily a consequence of a drastic decrease in the variable - Availability of qualified labour. Change of the variables in the pillar - Human Resources, shows the importance of emphasizing the development of the education system, training of employees and creating employment policies in the tourism sector with the aim of improving the so-called hiring and firing and easing the hiring foreign labor practices.

The indicator which shows the importance of tourism for national economy is direct contribution of tourism to employment. However, indirect and induced effects of tourism on employment are more important than direct contribution. Confirmation of the final concluding paragraph is the result of data analysis for Serbia, in which direct contribution of tourism to employment is only one-third of total contribution. In other words, indirect and induced contributions of tourism to employment cover the remaining two-thirds of the total contribution of tourism to employment.

It is expected that the number of employees in the tourism sector in Serbia will increase by 2020. However, by 2013 a drastic decline in employment growth rate is predicted. This trend of tourism impact on total employment in Serbia should encourage policy makers of the tourism development to define and implement the measures in order to increase the scope of activities in this sector and thus enlarge contribution of tourism employment to total employment. However, the requirement for increasing number of employees in the tourism must be accompanied by improving the quality of the human resources in this sector. Request for better-qualified human resources is a key requirement for improving the competitiveness of the sector compared to the surrounding countries and other world countries.

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LJUDSKI RESURSI U TURIZMU KAO FAKTOR RASTA ZAPOSLENOSTI I KONKURENTNOSTI – KOMPARATIVNA ANALIZA SRBIJE I ZEMALJA U OKRUŽENJU

Vesna Janković Milić, Sonja Jovanović, Bojan Krstić

Unapređenje kvaliteta ljudskih resursa je ključan faktor konkurentnosti turizma. Cilj ovog rada jeste analiza ljudskih resursa u sektoru turizma u Srbiji i zemljama u okruženju radi identifikovanja relevantnih dimenzija i problema na koje u budućem periodu kreatori politike treba da obrate pažnju. Identifikovanje stanja ljudskih resursa u turizmu u Srbiji će se utvrditi na bazi komparativne analize sa drugim zemljama. Pored toga, akcenat se stavlja na analizu uticaja kvaliteta ljudskih resursa u turizmu na njegovu konkurentnost.

Ključne reči: *turizam, konkurentnost, ljudski resursi, zaposlenost*