
Human Resource Management in a Tourism Enterprise

Submitted , 1st revision , 2nd revision , accepted

Agnieszka Wartecka-Ważyńska¹, Jan Sikora², Stanisław Łuniewski³,
Mikołaj Jalinik⁴

Abstract:

Purpose: The operations of tourism enterprises involve the provision of services that meet the needs of tourists. These services primarily include transportation, accommodation, catering, recreational, and informational services. They are delivered directly by personnel, making effective human resource management particularly important. The purpose of this article is to present a model that organizes human resource management instruments according to the classical management functions: planning, organizing, motivating, and controlling, with a focus on their application in tourism enterprises.

Design/Methodology/Approach: The study is based on the analysis of secondary sources, including scientific literature, reports from empirical studies, and online materials. The methodological approach involved the critical analysis and synthesis of existing knowledge, allowing the development of a coherent conceptual model of human resource management in tourism enterprises.

Findings: The analysis showed that human resource management in tourism enterprises requires a system of interrelated instruments, including job analysis, recruitment and selection, motivation, training, performance evaluation, promotion, and employee relations. The proposed model demonstrates how these instruments can be organized according to the four classical management functions to ensure effective personnel management and improve organizational performance.

Practical Implications: The theoretical model has practical value for managers in tourism enterprises. It can support the design and implementation of human resource strategies, improve employee motivation, enhance service quality, and contribute to achieving organizational goals such as customer satisfaction and business profitability.

Originality/Value: This article contributes to the systematic understanding of human resource management in tourism enterprises by providing a structured model based on classical management functions. It offers both theoretical insight and practical applicability, filling a gap in the literature where HRM instruments are often presented inconsistently.

¹Corresponding author, Poznan University of Physical Education, Faculty of Sport Sciences, Department of Economics of Tourism and IT, Poland, ORCID: 0000-0002-1092-6371, e-mail: wartecka@awf.poznan.pl;

²University of Zielona Gora, Faculty of Law and Economic Sciences, Department of Regional Policy, Poland, ORCID: 0000-0002-1667-5622, e-mail: j.sikora@wez.uz.zgora.pl;

³Eurasian National University in Kazakstan, ORCID: 0000-0001-8511-4186, e-mail: astwa@astwa.pl;

⁴Białystok University of Technology, Faculty of Construction and Environmental Sciences, Poland, ORCID - 0000-0001-6748-3877, e-mail: jalinik@op.pl;

Keywords: *Tourism, human resources, management, concept, theory.*

JEL Codes: *M54, M59, J53, L83, L84.*

Paper type: *Theoretical article.*

1. Introduction

The operations of tourism enterprises are of a service-oriented nature. Tourism services (accommodation, transportation, gastronomy, information, guiding, recreational, commercial) are provided directly to tourists by the personnel of these enterprises, who should possess appropriate soft skills. Examples of such competencies include open-mindedness, empathy, communication skills, teamwork, and leadership.

Supervisors and subordinates determine the success of a tourism enterprise, expressed through a triad: people, product, profit. The realization of each element of the triad depends on appropriate human resource management — that is, the effective execution of the basic functions of management: planning, organizing, motivating, and controlling, along with the tools that constitute them.

The aim of this study is to identify the instruments of human resource management in a tourism enterprise, as they pertain to the four basic management functions. In the subject literature, this issue is not systematized and is often treated arbitrarily by different authors.

This article uses methods of critical analysis of the literature, analysis of secondary documents such as empirical research reports, and analysis of information found on websites. Apart from the introduction and conclusion, the article consists of five parts.

The first part presents the service-oriented nature of tourism; the second elaborates on the specificity of the tourism enterprise. The third part discusses the essence of human resource management. The fourth offers the authors' original concept of systematizing human resource management instruments in relation to the basic, classical functions of management.

The final part addresses the key competencies necessary for implementing human resource management functions in a tourism enterprise.

2. Tourism and Tourism Services

Tourism involves all phenomena of spatial mobility related to a voluntary, temporary change of place of residence, rhythm, and living environment, as well as direct contact between individuals and the environment they visit (social, cultural, economic, and natural) (Gołembski eds., 2009). As a multifaceted activity, tourism is an important factor in economic development.

It contributes to the growth of gross domestic product, foreign currency inflows, public revenues, and household incomes. It is a source of employment. It creates new jobs and influences the economic development of towns, municipalities, and regions (Gaworecki, 2010).

Tourism is also a significant factor in social and cultural transformation. It promotes human interaction, the protection of cultural and natural heritage, and fosters desired attitudes and personality traits — primarily among tourists and the residents of the places they visit — toward open-minded approach to knowledge, new skills, cultural experiences, and interpersonal relations (Przeclawski, 2001).

The socio-economic and spatial nature of tourism implies a temporary change in the tourist's permanent place of residence, achievable via private or public means of transport. This temporary relocation is connected with voluntary decision-making for the purposes of exploration, rest, health, entertainment, or income. It is driven by demand (needs and motives for tourism services) and supply (provision of those services by tourism entities).

Tourism is, thus, a service activity described as a total sum of activities undertaken by people who travel to meet specific needs and motives, and by those who provide services to satisfy these needs (Panasiuk, 2014). Service activities involve people, methods of service delivery, and the physical environment in which services are provided (Mruk, 2012).

Services, including tourism services, are characterized by specific features, such as: - intangibility, the service is an action that offers something invisible and not a tangible item; - perishability, services cannot be stored or produced in advance; - inseparability and simultaneity, production and consumption of services occur at the same time, typically during business hours at a facility; - interaction between service provider and recipient, services involve building relationships with the client through direct contact using communication principles, influence methods, and persuasion; - heterogeneity, this feature points to the challenges of standardizing different services; - non-ownership, services cannot be owned in the same way as physical products; - service provider attitude, the mental approach of the personnel toward the consumer must prioritize client satisfaction (Pender and Sharpley, 2004).

Tourism services are highly diverse, resulting from tourists' individual needs and preferences, as well as from objective social, economic, political, and natural conditions.

Tourism services include: - accommodation services, enabling tourists to stay temporarily away from their permanent residence, varying in standard and price depending on the facility; - transport services, allowing tourists to reach and move around their destination, associated with speed, comfort, and cost; - gastronomy services, enabling tourists to eat during their stay; -infrastructure services, covering utilities, electricity, sanitation, road quality, public transportation, education, culture, healthcare, and banking; - recreational services, involving trails, pools, stadiums, tennis courts, folk events, museums, cinemas; - tourist information and guiding services, delivered by tourist information centers and guides; commercial services, including the sale of food, tourist equipment, souvenirs, and travel publications.

Providing tourism services is more complex than selling tangible products. Hence, the quality and evaluation of these services are significantly influenced by the personnel delivering them. Such staff must demonstrate reliability, honesty, and trust. They should ensure service safety, which reflects the brand of the tourism entity and the qualifications of its employees. Tourism service providers must be communicative, empathetic to tourists' needs, helpful, and good listeners.

Therefore, they should possess specific professional competencies, commitment, courtesy, and kindness. John Urry (2002) rightly emphasized that those who provide tourism services and thus best understand tourists' needs must possess broad competencies to satisfy those needs effectively, swiftly, and politely.

All these factors determine the effectiveness of tourism services, the turnover of tourism enterprises, and customer satisfaction and loyalty (Flejterski et. al. 2005; Pulpanowa & Simowa, 2012). In this context, human resource management in tourism enterprises becomes a matter of key importance.

3. The Concept of a Tourism Enterprise

The diversity and complexity of tourism services necessitate the creation of an integrated organizational system. Such a system is represented by a tourism enterprise which, through the provision of tourism services (i.e., creating a tourism product), satisfies the needs of customers (tourists).

Every enterprise is a basic organizational unit of the economy with legal personality. It consists of three primary elements: people, material and financial resources, and internal organization (a structure of workstations organized into departments and units).

The goal of every enterprise is to meet the social needs of buyers and achieve economically effective outcomes by producing goods and providing services (Jędrzejczyk, 2002).

A tourism enterprise can therefore be defined as a purposefully organized, economically independent unit, distinguished by its technical-service, spatial, and legal features, consisting of people, material, and financial resources, established to provide tourism services that satisfy tourist needs and maximize benefits (Rapacz, 2007).

A tourism enterprise functions as an open system — that is, it interacts with both the social and natural environment. Tourism enterprises include accommodation providers, restaurants, transport companies, recreation facilities, and spa or health resorts. It should be noted that beyond enterprises, there are also other entities in tourism whose aim is to provide services, such as public utility associations and social organizations, which are not directly profit-oriented (Gołębski eds., 2009).

In the operation of a tourism enterprise, material and financial resources are important, but above all, it is the people who matter most. This is because its strategies and goals are carried out by employees. They design and utilize resources, shape the organizational structure of the enterprise, and actively participate in its functioning. The success and market position of the tourism enterprise, as well as the ability to recognize and meet the changing needs of tourists, depend on its staff.

Employees form a specific social group, determined by objective characteristics such as gender, age, work experience, and qualifications, as well as subjective traits such as awareness, motivation, and attitudes toward work.

The role of the enterprise is to integrate individual behaviors and attitudes into patterns of individual and group behavior that align with workplace norms and goals (Januszek and Sikora, 2000). To achieve its objectives, a tourism enterprise must be managed effectively — both as a whole and in regard to its key resource: its people (Bosiacki *et al.*, 2008).

4. Research Methodology

The aim of the study was to systematize the instruments of human resource management in a tourism enterprise based on the classical management functions: planning, organizing, motivating, and controlling. The study had a theoretical and conceptual character, and its main objective was to organize knowledge dispersed in scientific literature and management practice within the tourism sector.

The research was conducted using the desk research approach, which involved the analysis of secondary data sources, including national and international literature, industry reports, and scientific publications on human resource management and

tourism management. No field observations or empirical studies were carried out. The research was cognitive and conceptual in nature, and its main outcome was the development of an original model that systematizes HRM instruments in a tourism enterprise.

The following research methods were applied:

- Critical analysis of the literature – to identify and assess existing approaches to human resource management in tourism enterprises,
- Comparative analysis – to compare HRM instruments described in various management concepts,
- Theoretical synthesis – to develop a coherent and logical HRM model adapted to the specific nature of the tourism enterprise,
- Theoretical modelling – to construct an original conceptual framework of HRM functions and instruments in the tourism sector.

The research procedure included the following stages:

1. Identification of key literature sources and theoretical concepts in the field of HRM and tourism management.
2. Classification of HRM instruments according to the main management functions.
3. Comparison of existing models and approaches described in the literature.
4. Development of an original HRM model for a tourism enterprise.
5. Verification of the theoretical consistency and logical structure of the proposed model.

The study is theoretical in nature and does not include empirical verification of the proposed model. Future research should involve field studies conducted in tourism enterprises to examine the practical applicability and effectiveness of the presented HRM framework.

5. The Essence of Human Resource Management in a Tourism Enterprise

According to classical organization and management theorists such as Henri Fayol and Peter Drucker, management involves performing specific actions known as management functions. These are: planning, organizing, motivating, and controlling (Drucker, 2004). Management is a set of tasks reserved for individuals in managerial positions.

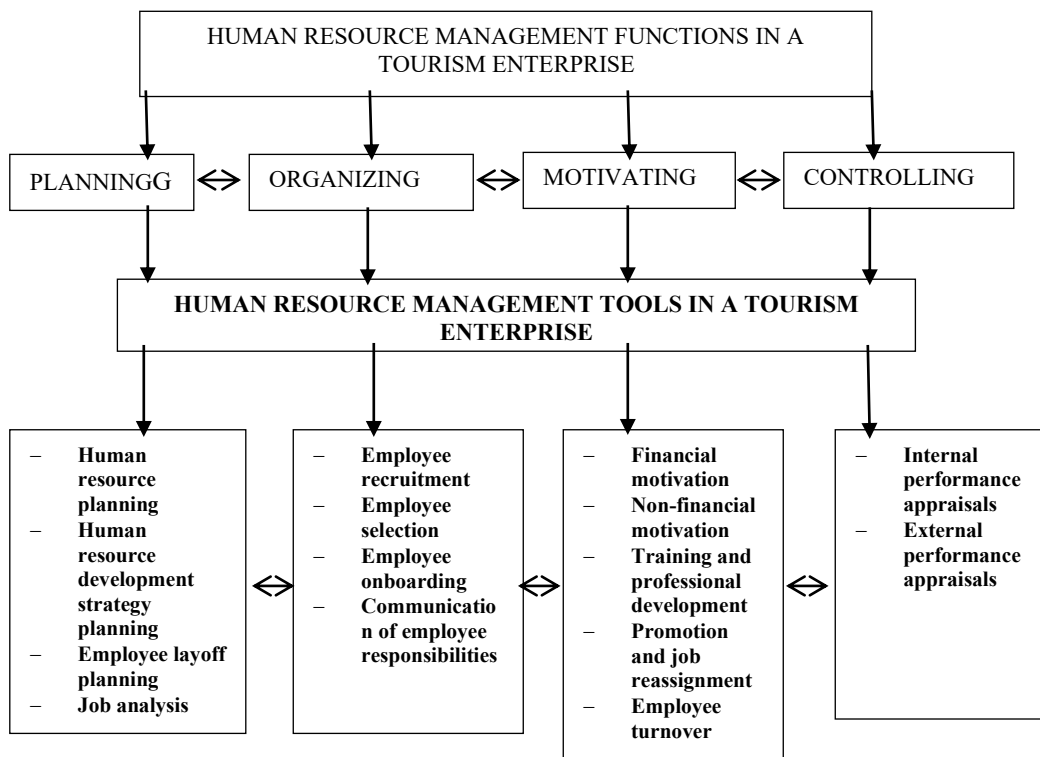
The scope and importance of these tasks vary depending on the hierarchical level within the organizational structure of the enterprise. For instance, top-level managers are responsible for strategic planning, while lower-level managers focus on motivating operational staff (Zimniewicz, 2022). These four fundamental

management functions apply to all organizational entities and are widely discussed in the literature on organization and management.

However, the issue of human resource management, including specific tools and techniques for managing people, is often treated arbitrarily, inconsistently, and without structure in the literature (Armstrong, 1999; Ferris *et al.*, 1995).

Human resource management is a distinct activity that involves specific tools, such as promotions or dismissals, that are not applicable to other areas like financial management. The functions of human resource management in a tourism enterprise, along with the associated instruments, are presented in Figure 1.

Figure 1. Functions and instruments of human resources management in a tourism enterprise.



Source: Author's own elaboration.

In general, human resource management (HRM) instruments form a strategically coherent system of activities related to planning, organizing, motivating, and controlling, all directed at the most valuable assets of the enterprise, its people, who contribute individually and collectively to achieving organizational goals (Armstrong, 1999). Human resource management includes a set of interrelated activities, or instruments, such as employment planning, recruitment and selection,

motivation systems, performance evaluations, promotions, training, the development of proper relationships within teams, and between staff and management (Armstrong, 1999).

The objectives of these activities are to: - enable the enterprise to achieve success through its workforce; - attract and retain qualified, engaged, and well-motivated employees; - enhance and develop their potential and professional capabilities; - foster conditions that support teamwork and flexibility; - ensure fair and appropriate evaluation and reward; - build a climate that promotes harmonious relations between management and staff, - adopt ethical principles in people management based on care, fairness, and transparency (Armstrong, 1999).

6. Functions and Instruments of Human Resources Management in a Tourist Enterprise: The Concept of Systematization

In the context of human resource management in a tourism enterprise, the following instruments are used within the planning function.

6.1 Planning Function and Its Instruments

Planning involves developing and selecting the best method to achieve a goal within a specific timeframe and by designated personnel. The foundation of planning is always a chosen perspective, an evaluation of the current state (an internal analysis of the enterprise, e.g., employees, finances, assets, organizational structure) or the external environment (e.g., clients, competitors).

The basic stages of the planning process are defining the goal, identifying the problem, searching for alternative solutions, evaluating the consequences, selecting the best solution, implementing the plan, and monitoring the plan with a review.

According to Tadeusz Kotarbiński (1982), a good plan should be: purposeful – aligned with the intended objective; feasible – possible to carry out; consistent – earlier actions must enable subsequent ones; operational – easy to understand and implement; rational – based on solid knowledge; flexible – allowing for adjustments during execution; time-bound – including a deadline after which it becomes invalid; comprehensive – covering all key issues; communicative – understandable to all employees.

In human resource management planning in a tourism enterprise, instruments such as job analysis, human resource planning, career development strategy planning and employee layoff planning are used.

Job Analysis. A job is a set of related tasks performed by an employee to achieve a specific goal (Armstrong, 1999). Job analysis involves systematically examining the positions available in the tourism enterprise.

It consists of two parts. The first is job descriptions, outlining duties, responsibilities, working conditions, and tools, materials, and equipment used on the job. The second part defines job requirements, qualifications, skills, reporting relationships, motivational factors, opportunities for advancement, and other conditions that must be met for a given position. These details are essential for developing appropriate methods for recruitment, selection, motivation systems, and performance evaluation (Griffin, 2021).

Human Resource Planning: Planning for the enterprise's future human resource needs typically includes assessing trends in current workforce utilization, developing future growth plans, and analyzing broader trends in the tourism economy. A key basis for planning is reliable forecasts of tourism service sales. HR planning involves two tasks, which are Internal supply planning – estimating the number and type of employees likely to remain with the company, and External supply planning – estimating the number and type of potential recruits available in the labor market. The simplest approach adjusts the current staffing levels by considering turnover and promotions (Griffin, 2021).

Strategic Planning for Human Resource Development: Human resource planning cannot be left to chance if the tourism enterprise is to operate efficiently. This type of planning includes trend analysis, workforce supply and demand forecasting, and must be aligned with the enterprise's mission, goals, and development strategy.

The most commonly used methods include succession tables (listing all key positions, current occupants, expected tenure, and potential replacements) and employee information systems (usually computerized databases containing details on employee qualifications, education, experience, and career aspirations (Chamaru De Alwis, 2010).

These systems allow quick placement of employees into suitable positions) (Griffin, 2021). External labor supply planning is more complex, as it requires information on potential employees from external sources (e.g., job centers, career fairs, universities, high schools).

Planning for Employee Dismissals Planning dismissals is often associated with excessive labor costs, overstaffing, and internal or external reorganization of the enterprise. A layoff plan should be based on timing of layoffs and forecasted number of dismissals due to natural, organizational, economic, or voluntary causes (Armstrong, 1999). Layoffs must be supported by legal regulations and the values of the company's organizational culture.

6.2 The Organizing Function and Its Instruments

The next function of human resource management is organizing, a set of activities related to selecting and assigning employees to specific positions, facilitating the

flow of information needed for team integration, assigning duties, informing employees about hierarchical dependencies, and encouraging teamwork (Bosiacki *et al.*, 2008). A key instrument for implementing this function is recruitment.

Recruitment is the process of attracting individuals with the appropriate qualifications for vacant positions in order to meet the needs of a tourism enterprise. It may be either internal recruitment, which represents filling a position with someone already employed in the company, or external recruitment – hiring someone from the external labor market or from other organizations. Common methods of recruitment include job advertisements, online recruitment platforms, and recruitment outsourcing (delegating the process to consultants or employment agencies).

Once a suitable group of candidates has been assembled, the next instrument is used: selection. The purpose of selection is to gather information from candidates to assess their professional qualifications for a specific position. Key selection methods include job interviews, assessment centers, graphology, psychological and aptitude tests, references, medical examinations, and analysis of résumés and personal questionnaires.

After successful selection, another essential instrument comes into play: onboarding (introduction to the job). Following the signing of an employment contract, the onboarding process introduces new employees to their duties and expectations, integrates them into the team (Sikora, 2000b) and informs them about workplace rules and the goals of the tourism enterprise.

This is closely connected with the instrument of informing new employees about work conditions, which includes safety and hygiene regulations, wage and non-wage benefits, performance expectations, organizational culture.

6.3 The Motivating Function and Its Instruments

An essential function of human resource management in a tourism enterprise is motivating employees to work (Sikora, 2000a). Motivating subordinates is one of the most important managerial skills. Its goal is not only to ensure that tasks are completed efficiently, but also to encourage employees to show initiative. The source of the motivation process lies in the needs (Stoner *et al.*, 1994), of the employees, management, and the enterprise itself.

Key motivational instruments include monetary motivation, non-monetary motivation, professional training and development, promotions and job transfers as well as employee departures. Tourism enterprises must create conditions that support the application of these instruments. Motivation is especially critical in tourism enterprises because the sale of services directly depends on the knowledge and skills of the staff.

This includes many forms of payment for work, most often combining elements such as time worked, quantity and quality of output, difficulty of tasks, and overall performance. Common forms of compensation, referred to as “salary,” “pay,” “wages,” or “earnings”, vary in amount, structure, and frequency of payment (Januszek and Sikora, 2000).

Monetary compensation fulfills multiple functions which are income-related, budgetary, cost-related or social. It also produces social effects for employees, their families, and teams. As a motivator, pay shapes employees' attitudes toward their work, affecting interpersonal relationships within the enterprise. It is a key indicator of a worker's social value and source of prestige, personal, professional, and economic. For this reason, proper wage policies are crucial.

Components of monetary motivation may include base salary, paid leave, fixed allowances, flat-rate payments, bonuses and awards, and stock shares or options (Król and Ludwicyński eds., 2014). Non-monetary incentives complement monetary ones. They help employees maintain a work-life balance and foster loyalty and integration with the company.

Common forms of non-monetary motivation include special employee insurance, retirement programs, health care, social benefits, training and integration trips, recreation or sports passes and access to work-supporting equipment (e.g., phones, laptops, company cars). The effectiveness of both monetary and non-monetary motivation depends on multiple factors: the company's strategy and growth potential, external environment (partners, competitors, political and environmental conditions) or employee-related factors (headcount, demographics, work organization).

For motivation systems to be effective, managers and business owners in the tourism sector must have a broad knowledge base — economic, managerial, psychological, and sociological — as well as a solid understanding of national and EU labor (Król and Ludwicyński eds., 2014) and tourism law.

The above discussion highlights the growing importance of continuous education and upskilling for both employees and management. Training is viewed as an investment in human capital that increases its value (Król and Ludwicyński eds., 2014). Training needs may arise from many sources (Griffin, 2021).

Chiefly, internal reasons, which are low employee motivation, outdated equipment, poor work organization, lack of skills and knowledge among staff or management, or external reasons - competition for top talent, need for market insights, and changes in customer expectations.

Effective training requires well-designed and executed programs. A professional development program should include: needs assessment – Who needs training?

What should they learn? What do they already know? goal setting – define specific, measurable objectives; program design, content, methods, duration, location, budget, and trainers; evaluation plan, did participants like the program? Did they meet the objectives? Are they performing better?; implementation (Griffin, 2021).

The following quote demonstrates the importance of professional development of employees in a tourism enterprise. “Good employees need to grow; they are like flowers. If you reduce the amount of water or sunlight to prevent the plant from growing, you will halt its development entirely. It begins to wilt; the petals and leaves dry out and fall off.

The same happens when you limit the growth of employees. Their work quality declines significantly; they stop believing their efforts matter. They suffer from a lack of attention and encouragement (Albright and Carr, 1997).

Training and development support promotions or lateral job transfers. A promotion (broadly defined) refers to any change in employment conditions or pay that benefits the employee. Employee promotion (broadly defined) refers to any change in the form, terms, and conditions of employment, as well as remuneration, to make them more favorable from the employee's perspective.

There are three types of promotions: - qualification (raising the employee's professional qualifications to a higher level), - salary (obtaining a higher salary in the current position), - position (moving the employee to a higher position in the company's organizational hierarchy). Organizational transfers, on the other hand, involve a horizontal transfer to another position without changing the organizational hierarchy.

Demotion is a transfer to a lower position in the organizational hierarchy, with a reduced scope of responsibilities and competencies, usually accompanied by a reduction in remuneration (Król and Ludwiczynski eds., 2014). A sound promotion and transfer policy in a tourism enterprise can encourage employees to improve their qualifications, motivate them to perform better, integrate them into the team and the company, and strengthen their position in the labor market.

For employees, it creates opportunities for professional development, satisfying their need for power, and self-fulfillment (Król and Ludwiczynski eds., 2014). In every tourism company, procedures related to promotion, transfer and demotion should be known to both management and employees and should take into account the equal opportunities policy.

Employee departures from the company also serve as a motivational tool. Employee departures from a tourism enterprise are divided into natural departures (retirement, disability pensions) and departures by dismissal. Retirement or disability pensions represent a significant transition for which a tourism company should prepare.

A retirement policy must consider: - when individuals retire; - under what circumstances individuals can work after retirement; - what pre-retirement training the company can provide (Armstrong, 1999).

Departures by dismissal can be divided into: - dismissals initiated by the employee (voluntary departure); - dismissals resulting from a joint decision by the employer and employee based on mutual consent; - dismissals initiated by the employer, known as involuntary layoffs. (Król and Ludwiczynski eds., 2014). When dealing with employee departures, it is important to analyze the reasons for departures and provide assistance with group layoffs from the company, trade unions, and the labor office.

6.4 The Control Function and Its Instruments

The fourth function of human resource management in a tourism enterprise is controlling. In general, this function refers to comparing an employee's performance results with established standards. The outcomes enable the implementation of rewards, penalties, or corrective actions (e.g., additional training, guidance). Control within the enterprise fulfills signaling and informational, preventive, instructional and advisory, and motivational roles (Bosiacki *et al.*, 2008).

A key instrument of the control function in human resource management is the employee evaluation system used in tourism enterprises. Each enterprise develops its own methods for assessing employee performance. Evaluations occur at all stages of human resource management in a tourism enterprise. Both job candidates and already employed staff are evaluated. Two types of assessments are distinguished: current and periodic.

Current evaluations are typically performed by direct supervisors and are situational, ongoing, and informal. Periodic evaluations, on the other hand, are formal, conducted at regular intervals using specific rules, tools, and procedures. They provide a comprehensive assessment of the employee's performance. Implementing periodic evaluations involves three stages: design, implementation, and utilization.

The design stage involves defining the purpose of the evaluations, their principles, subject and object of assessment, applied criteria, selected methods and tools, and the evaluation procedure. In the implementation stage, it is necessary to create a suitable psychosocial climate, prepare proper assessment tools, appoint an evaluation team, set the time and location of the evaluation, conduct the assessments, and compile the results.

The utilization stage refers to applying the evaluation results in areas such as employee motivation, training, promotions, dismissals, transfers, and the creation of personnel strategy (Król and Ludwiczynski eds., 2014). A necessary element of the employee evaluation system is providing a right to appeal for those being evaluated.

Proper employee assessment benefits both the tourism enterprise (increased efficiency and effectiveness) and employees (increased job satisfaction).

In a tourism enterprise, external assessment of its employees conducted by service consumers is also significant (Mazel, 2009). An organized system of external control over employees serving tourists is an important instrument of human resource management policy implementation. This assessment includes traits such as reliability, professionalism, availability, politeness, communicativeness, and understanding tourists' needs.

Employee control can be carried out in several ways, for example hiring a professional who joins a group of tourists to assess service quality through participant observation (also called covert observation), preparing a questionnaire to collect tourists' opinions about services, conducting random interviews with tourists regarding the program, stay conditions, or other issues, placing suggestion and comment boxes in accommodation sites or transportation vehicles, monitoring complaints and grievances, especially those submitted after the end of the trip or tourist stay (Bosiacki *et al.*, 2008).

The employee control process—both internal and external—demonstrates the extent to which management can integrate human resources and operational activities to achieve the enterprise's goals and ensure customer satisfaction.

7. Competencies in Human Resource Management

In human resource management within tourism enterprises, particular attention is paid not only to presenting a business and strategic attitude but also to the application of professional knowledge and skills, continuous professional development, and adherence to ethical standards.

Soft skills, which are often not provided by secondary or higher education, are therefore especially important. These include, among others, foreign language proficiency, teamwork ability (including in multicultural teams), understanding employee motivation, project management, work flexibility, negotiation skills, and communication competence.

In June 2022, the InterviewMe.pl Career Service conducted a nationwide survey on a representative sample of 1,181 individuals concerning subordinates' evaluations of their supervisors (Polacy, 2022). Respondents were asked about their relationships with their superiors.

The results showed that most Polish supervisors are viewed positively by their subordinates: 73% respected their boss, 59% stated their boss treated all employees fairly, and 71% declared that their supervisor had good communication with

subordinates. However, 17% claimed they had never had a good boss. When asked whether they feared their boss, 14% of respondents answered affirmatively.

Interestingly, the gastronomy sector, part of the broader tourism industry—stood out in the findings. In gastronomy, 30% of subordinates reported fearing their supervisor. Additionally, 21% stated that supervisors made sexual innuendos toward subordinates, 16% reported comments on sexual views, and 24% on sexual orientation.

Furthermore, 20% complained about verbal abuse by supervisors. In total, 21% of gastronomy employees reported inappropriate treatment by their superiors, compared to 15% in retail and construction/industry and 13% in public administration (Polacy, 2022).

This suggests that the worst supervisors are encountered in the gastronomy sector. The data also highlight that in gastronomy services, not only are relationships between supervisors and subordinates significantly worse than in other industries, but they are also more prone to manifestations of workplace bullying (mobbing).

These empirical findings highlight the lack of soft competencies among supervisors, such as leadership, communication, teamwork, motivation, empathy, openness, and intercultural understanding (Oleksyn, 2010). These competencies are essential not only in tourism but across all industries, especially given globalization, multicultural workforces, and generational changes in the labor market.

The effective development of soft skills among entrepreneurs and managers in tourism enterprises requires both company engagement and personal commitment from the employee. Educational programs in tourism, recreation, gastronomy, and hospitality at the secondary and higher education levels are also vital in this regard (Społeczeństwo, 2022).

8. Conclusion

In the provision of tourism services, a highly qualified staff with appropriate cultural and psychological competencies plays a crucial role. They are expected to be fully engaged in the sale of tourism services and to establish long-term relationships with clients interested in purchasing tourism offers that, for the tourist, represent a specific quality standard of the tourism enterprise (Ławicki, 2008).

Personnel who work efficiently and enthusiastically help create a tourism product that attracts satisfied customers and generates profits for the tourism company. The proper use of human resource management tools in a tourism company can be expressed through the relationship of three values: people, product, profit. This order has its economic logic, expressed in the assertion that well-managed personnel

produce high-quality products, which in turn generate the desired profit for the tourism enterprise. In this triad, employees play a fundamental role.

They are expected not only to have professional preparation, formal education, knowledge in a specific field, the ability to apply it in practice, and appropriate experience (hard skills), but also soft skills such as desired attitudes toward duties, coworkers, clients, and supervisors (Rapacz, 2007).

Mistakes made in human resource management, such as a lack of preparation for employee recruitment, may expose the tourism company to hiring individuals who fail to meet expectations. Inadequate motivation systems can lead to the departure of valuable and skilled employees. Unfair evaluations and promotions contribute to declining employee morale and create a conflict-ridden atmosphere within the team, thereby reducing productivity. Ill-conceived training programs or their absence may lead to additional costs for the tourism enterprise.

All functions and tools of human resource management must be consistent with each other so that employees in the tourism company identify with the organization and contribute to achieving its goals.

Therefore, the scientific knowledge contained in scientific publications on the presented issues should be organized and understandable to both theoreticians and practitioners (the theoretical-cognitive function of science). It must also be accessible and effective in managerial practice (the practical function of science).

References:

- Albright, M., Carr, C. 1997. *Największe błędy menadżerów*. Amber.
- Armstrong, M. 1999. *A Handbook of Personnel Management Practice*. Edition Published by Kogan Page Ltd.
- Bosiacki, S., Sikora, J., Śniadek, J., Wartecki, A. 2008. *Zarządzanie przedsiębiorstwem turystycznym*. Akademia Wychowania Fizycznego im. Eugeniusza Piaseckiego w Poznaniu.
- Chamaru De Alwis, A. 2010. The Impact of Electronic Human Resource Management on the Role of Human Resource Managers. *E&M Economics and Management*, Vol. 04, pp. 47-60.
- Drucker, P. 2004. *The Practice of Management*. William Heinemann Limited, Publishers of the Original British Edition Twenty, First Reprint.
- Flejterski, S., Panasiuk, A., Perenc, J., Rosa, G. (Eds.). 2005. *Współczesna ekonomika usług*. Wydawnictwo Naukowe PWN.
- Forris, G., Rosen, G., Barnum, D. (Eds.). 1995. *Handbook of Human Resource Management*. Oxford: Blackwell.
- Gaworecki, W.W. 2010. *Turystyka*. PWE.
- Gołembski, G. (Eds.). 2009. *Kompendium wiedzy o turystyce*. Wydawnictwo Naukowe PWN.
- Griffin, R.W. 2021. *Management*. 13th Edition, Cengage Learning Inc., Texas A&M University.

- Januszek, H., Sikora, J. 2000. Socjologia pracy. Wydawnictwo Akademii Ekonomicznej w Poznaniu.
- Jędrzejczyk, I. 2002. Nowoczesny biznes turystyczny. Ekostrategie w zarządzaniu firmą. Wydawnictwo Naukowe PWN.
- Kotarbiński, T. 1982. Traktat o dobrej robocie, Zakład Narodowy im. Ossolińskich.
- Król, H., Ludwiczyski, A. (Eds.). 2014. Zarządzanie zasobami ludzkimi. Tworzenie kapitału ludzkiego organizacji. Wydawnictwo Naukowe PWN SA.
- Ławicki, J. 2008. Personel jako instrument marketingu przedsiębiorstw turystycznych. In: A. Panasiuk (Eds.). Kadry w gospodarce turystycznej. Zeszyty Naukowe nr 496, Ekonomiczne Problemy Usług, nr 19. Wydawnictwo Naukowe Uniwersytetu Szczecińskiego.
- Mazel, J. 2009. Customer Value a podnikove sita. E&M Economics and Management, Vol. 12(01), pp. 88-97.
- Mruk, H. 2012. Marketing. Satysfakcja klienta i rozwój przedsiębiorstwa. Wydawnictwo Naukowe PWN.
- Oleksyn, T. 2010. Zarządzanie kompetencjami. Teoria i praktyka. Oficyna a Wolters Kluwer Business.
- Panasiuk, A. 2004. Rynek turystyczny. Studium strukturalne. Wydawnictwo Difin S.A.
- Pender, L., Sharpley, R. 2004. The Management of Tourism. Sage Publications, United Kingdom.
- Polacy oceniają swoich przełożonych. Aniołami to oni nie są. 2022. https://www.pulshr.pl/zarządzanie/polacy-ocenili-swoich-przełożonych...8.html?utm_source=newsletter&utm_medium=email&utm_campaign=wnp.
- Pulpanova, L., Simova, J. 2012. Faktory spokojnosti zakazniku v cestovnim ruchu. E&M Economics and Management, Vol. 04, pp. 160-170.
- Przeclawski, K. 2001. Człowiek a turystyka. Zarys socjologii turystyki. ALBIS.
- Rapacz, A. 2007. Przedsiębiorstwo turystyczne. Wydawnictwo Difin S.A.
- Sikora, J. 2000a. Motywowanie pracowników. Oficyna Wydawnicza Ośrodka Postępu Organizacyjnego Sp. z o.o.
- Sikora, J. 2000b. Zespół pracowniczy. Oficyna Wydawnicza Ośrodka Postępu Organizacyjnego Sp. z o.o.
- Spółeczeństwo się starzeje. Na rynek wchodzi generacja Z. Rekomendacje nr 4 sektorowej rady ds. Kompetencji w sektorze turystyki (fragmenty). 2022. Wiadomości turystyczne, Wydanie specjalne, 5.
- Stoner, J.A., Freeman, R.E., Gilbert, D.R. 1994. Management. 6th Edition. Pearson.
- Urry, J. 2002. The Tourist Gaze. 2 edition. Sage Publications of London, Thousand Oaks and New Delhi.
- Zimniewicz, K. 2022. Teoretyczne i praktyczne aspekty organizacji oraz zarządzania parkami krajobrazowymi. In: J. Sikora, K. Zimniewicz (Eds.). Zarządcze i ekonomiczne zagadnienia działalności parków krajobrazowych w Polsce. Oficyna Wydawnicza Uniwersytetu Zielonogórskiego.