

Review paper

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HUMAN RESOURCES IN SPORTS AND RECREATIONAL TOURISM IN MONTENEGRO COAST: SITUATION AND PERSPECTIVES

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Abstract: A significant role of employees in the development of the sports and recreational tourism has been confirmed many times in developed tourist destinations. In this sense, this paper, as its current and relevant topic, analyzes the socio-demographic structure of the employees in tourism and sports centres as well as sports and recreational organizations within the hotels in Montenegro coast, and the position of the employees within these organizations. Special elements of the study are perceptions of the respondents' needs for education and training of the personnel, and their views and suggestions for improving the development of sports and recreational tourism.

Key words: human resources, tourism, sport, recreation, Montenegro coast

Introduction

Modern trends in tourism show the interconnections between the two massive socio-economic phenomena: sport and tourism. Since spending time actively during a tourist stay represents a dominant feature of modern society and the sports recreation is the key motive and content of active holidays, the multiple significance and the importance of the role of sports recreation in contemporary tourism is undisputed. According to the author Bartoluci, (2003), the association of tourism and sport can be seen through: the factors of tourism and sport, features which generate tourism and sport, as well as through their economic effects. Although sport in tourism appears in different forms, "sport for all" plays a dominant role in modern tourism (Relac, Bartoluci, 1987), which in the local terminology can be identified with sports recreation.

The current knowledge about the main determinants of tourism development in the world point to the necessity to base further development of tourism of specific countries on the improvement of human resources on a scientific basis,

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especially in terms of creating human resources strategy and implementation of integrated human resource management. Without adequately trained, educated, creative and creativity-oriented personnel, a developmental policy cannot be carried out in any management system within a society, and consequently neither in tourist enterprises (Klarić, 2012). Although the competitive advantage in tourism has been measured, until recently, by the basic factors of a destination - the ecological and social values and the quality of the material base, primarily the receptive base and traffic infrastructure, today the majority of scholars argue that in order to achieve competitive advantage in the tourism market, specific factors of the destination are the most important, among which are human resources. The importance of the role of employees in the development of sport and recreational tourism has been recognized and confirmed many times in developed tourist destinations, which pay more and more attention to human resources.

It is argued that tourism planning should include not only planning for tourists, but also for residents. If tourism is to be a positive force in the lives of local residents, it is contingent upon local response, involvement and support. Many tourism plans for developing area destinations give inadequate attention to human resources development. Furthermore, many tourism plans espouse forms of tourism that do not fit well with existing human resources capabilities so that local people find it difficult to participate in tourism and, in consequence, benefit less than might otherwise be the case (Liu, Wall, 2006). In an attempt to improve human resources perspectives of tourism in the coastal region of Montenegro, the continuous studies should be carried out on the characteristics and predispositions of the local people, their capabilities, inclinations and motivations to start working in the field of tourism; therefore, this strategy of the development of human resources in tourism should be based on the findings of the corresponding studies.

This paper analyzes the role of the employees in the tourism and sports centres, sports and recreation organizational units/forms within the hotels in Montenegro coast, as well as the contribution of employees to the development of this form of tourism. In order to ensure a wide recognition of the role of the employees in the promotion of sports and recreational tourism, the results of the field research conducted on the Montenegrin coast, have been presented in several complex analyses.

The analysis of the demographic character which reflects the population structure of the employees sample has been carried out, then the data regarding tourism and sports centres, as well as the position of the employees within the

organizational structure of the company has been provided. Having regard to the undeniable importance of the staff education and training, this area of the research has been given special attention. We analyzed the seasonal nature of business as the dominant feature of sports and recreational tourism in Montenegro coast. The final section of the research presents the employees' proposals and suggestions in order to promote the development of sports and recreational tourism in this area.

Demographic characteristics of the employees in the sports and recreational tourism in Montenegro coast

Structural characteristics of the employee's population sample were obtained by analyzing the frequency of variables which reflect their characteristics. Having regard to the representativeness of the sample, the analyzed demographic characteristics are, in fact, the same or similar in the whole population of employees.

The structure according to the employees' place of residence. Within the structure according to the place of residence, even one third of the employees surveyed are the nationals of Serbia. A little less than one third of the total respondents were residents of Montenegro, while one in five employed people are citizens of the countries outside the region (Greece, Italy, France). At the same time, every sixteenth out of 100 respondents was a resident of Croatia, while there were significantly fewer citizens of Bosnia and Herzegovina and others. The obtained data is highly correlated with the data related to the continuity and involvement of the employees (permanent or seasonal aspect), which will be further discussed in the section dealing with the seasonal workers.

Based on the findings, it can be concluded that workers who are not citizens of Montenegro are most frequently employed in sports and recreational tourism. Regarding the fact that in most cases in sports and recreational facilities, labour force from outside of Montenegro is being recruited, especially when it comes to seasonal labour force which is typical of tourism, beside the problem of adaptation to the new working environment, there is an additional problem of adaptation to a new living environment.

On the one hand, high unemployment in Montenegro (according to the data from the Employment Bureau, the unemployment rate in early 2011 was 12.11%, which is a slight decrease comparing to the last year's value of 12.13%, while the highest rate, 32.7% was recorded in July 2000) and a large proportion of non-residents employed in the tourism industry, which has the highest priority in

Montenegro, on the other, point to certain conclusions. Namely, it is evident that despite the expressed need for labour force in tourism, a large portion of the Montenegrin population remains unemployed. There are two reasons which cause this paradoxical situation with respect to the sphere of employment: lack of interest in working in the service industry, which could be related to the specific mentality of the Montenegrin people, and the lack of adequately educated and trained personnel in the field of tourism in general, thus in sports and recreational one.

A high proportion of the employees who come from countries outside the region is the result of frequent involvement of foreign experts in the field of sports, tourism and hotel industry, mainly in managing positions. Such organizational structure of tourism businesses could leads to misunderstandings and gaps between the direct service suppliers and the managers. The lack of understanding is conditioned, not only by language barriers, but also by differences in mentalities, attitudes towards work and many other particularities by which other Europeans differ from the nations in the region. It often occurs that employees dislike foreign personnel in managing positions, which in the overall outcome adversely affects the operation of tourism enterprises. In this regard, we should strive to engage more local experts in managerial positions in this field. Since their number in the labour market is not remarkable, it is necessary to organize training, retraining, additional training, specialization and various trainings of personnel from the areas of sports and recreational tourism.

The employees from the region, especially from Serbia and Croatia, make almost half of the total number of employees, which means they represent the framework of the labour force in sports and recreational tourism. They often take the positions of direct service suppliers, and rarely of operating and mid-level managers or support staff.

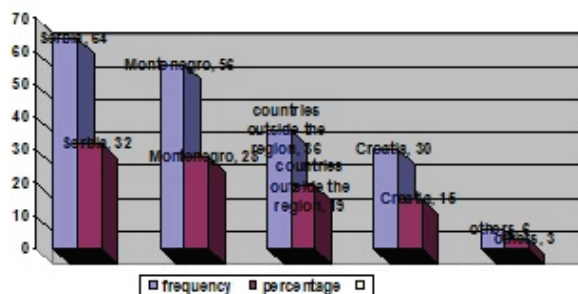


Figure 1. The respondents' place of residence

The employees' age structure. Within the employees' structure in sports tourism centres, organizations and clubs, the most common age groups are: between the age of 26 and 35, more than half of the respondents; and between the age of 18 and 25, nearly a third of the population sample, which gives the character of young population to the whole group.

Based on the obtained data, it can be concluded that young people, aged between 18 and 35, are those who are mostly employed in sports and recreation centre. The low average age of the employees is the result of a significant number of people who have been going to school and getting degrees in the field of tourism, sport and hospitality during the last few years in Montenegro, Serbia and the region. The resulting age distribution has also been caused by the recent opening of universities and colleges for tourism and sport, as well as establishing new major courses in the existing higher education institutions.

Such employees structure can be considered as a stimulating factor for the improvement of business in sports and recreational tourism, because it is the young people who are characterized by enthusiasm, creativity, as well as specific knowledge to develop this type of tourism, especially knowledge of foreign languages and computer skills. It is certain that the experience of workers with longer life-time, thus with longer working life is desirable, therefore their small share may, to some extent, represent a limitation for the development of this type of tourism.

The employees' gender structure. According to the employees' gender structure, there is a slightly smaller share of men, 46%, compared to a larger share of women, 54%, indicating that a similar number of members of both sexes are usually employed in sports and recreational tourism, with a slightly higher share of women. Such gender structure of employees is the result of significant emancipation and education of women and their employment in the areas which have until recently been considered or intended exclusively for male population.

The employment structure according to marital status. In the processed sample of the subject employees, according to their marital status the highest proportion of respondents are single, more than half of the total number of the people questioned. Every fourth employee is married, while there are far fewer divorced and widowed. The data on marital status shows that single workers are usually employed in sports and recreational tourism, or people without family responsibilities, allowing them to devote to maximum workloads, and this indicator can be considered as a stimulating factor for the business of sports and

tourist centres. However, delaying of marriage, having children later and the lower total number of children, has negative impact on social and economic development of each area, with regard to possible depopulation. The fact that most single employees are in correlation with the age structure of the employees sample, where young people dominate.

The main demographic characteristics of the sample. According to the place of residence, employees who are not from Montenegro dominate. The employees generally belong to the category of young people, since the majority of respondents are aged between 18 and 35. According to the gender structure, there are slightly more women than men in number, and the marital status of the respondents is correlated with the age structure (the highest number of single people).

The characteristics of tourist and recreational centres/organizations in Montenegro coast

Recognizing the fact that tourism and sport are the most massive socio-economic phenomena of our time and some of the most important strategic economic and developmental activities in Montenegro, Montenegro coast has been occupied by numerous tourist and sports centres/organizations. They are characterized by certain attributes which were the subject of this research.

The structure according to the type of work organization of the employees shows that the respondents are almost equally engaged in: the hotel, tourist organization and the Ministry of Tourism, and sports club/organization, almost one third of the respondents in each of the three types of organizations. A considerably smaller number of employees are working in the travel agency, culture and arts institution and a non-governmental organization. The obtained data indicate that hotels, tourist and sporting organizations are the most common subjects of sports and tourism supply, i.e. that they often provide sports and recreational services.²

The structure according to the employees' positions within the organization. In the structure according to the positions occupied by an employee in a work organization, the largest share goes to the direct service suppliers, more than

² The respondents in the hotel include employees within the sports and recreational organizational forms of a hotel (sports facilities, centers for relaxation and spa services, gyms (fitness clubs)), that is coaches, entertainers, sports and recreation organizers.

two-fifths of the questioned. One in five respondents is in the operating - lower ranked manager position, while 17 out of 100 surveyed are middle managers. A significant share of support workers is evident, more than a tenth of the respondents, while, as expected, the smallest number is at the position of top managers.

The results show that workers who are engaged in direct serving are often employed in the sports and recreational tourism. The obtained data is not correlated with the employees' degree of education, since highly educated workers are dominant (the data are presented in the remainder of these papers). The reason is the specificity of tourism as an industry, which is reflected in the relatively high share of labour in carrying out its activities. Tourism as a labour intensive industry, unlike some other capital-intensive activities, involves a large number of executors, because the process of tourism "production" takes place within the direct relation between the producers of tourism services and their consumers (since service activities are in question). The specificity of sport and recreational tourism places additional demands on the staff in terms of significant needs for highly educated personnel in the positions of direct service suppliers, particularly the positions of the sports recreation organizers, sports managers and medical professionals (sports physicians and therapists).

The structure according to the employees' length of service. Within the structure of the employees according to their length of service in the sports and recreational tourism the largest share of the respondents, more than a third of the surveyed, have work experience whose duration is only one year. Almost one in three respondents has been employed in this area for two to five years. Less than a fifth of employees have work experience whose length varies between six and ten years, while the fewest number of workers have been engaged in sport, recreation and tourism for more than eleven years. None of the employees has experience in this field lasting for over fifteen years.

The data indicate that persons with a short length of service in the sports and recreational tourism are usually employed in the tourist and sports centres, which certainly has a negative impact on business in terms of lack of work experience of the employees. The reason for the short length of service of the employees lies in a relatively short period of existence and operation of enterprises and organizations in the field of sports and recreational tourism, which is caused by the fact that the beginnings of intensive development of this activity on the Montenegrin coast have been recorded only during the last few years. So, short experience of the employees in sport and recreational tourism is caused by the fact that this activity is relatively young, especially in local areas.

Accordingly, there is the fact that due to the very recent early development in this form of tourism, until recently there has been no pronounced need for the staff of such a profile, nor, in this regard, for the institutions which would educate and train the personnel in this direction.

The fact that, by length of service, most employees are in the group of one to five years is correlated with the age structure of the employees sample, in which young people dominate.

The employees' length of service is a factor which significantly influences the level of labour productivity of each community. The results of one study performed in Andalusia found evidence that employees with an average tenure of more than ten years have superior performance in terms of labour productivity (Marchante, Ortega, 2012). It is certain that the dominant share of young people within the structure of the employed according to the length of service in the tourism and sports centres of the Montenegrin coast can adversely affect productivity and, consequently, the profit of the organization. To prevent this, it is necessary to adopt a strategy of long-term staff planning at the state level, in accordance with specific requirements and needs of the economy.

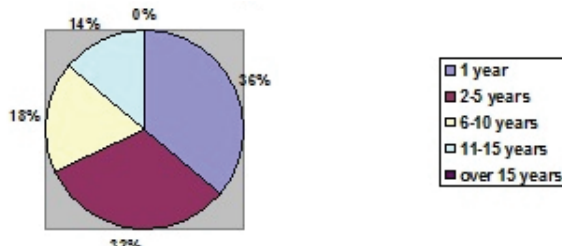


Figure 2. The structure according to the respondents' length of service in sports and recreational tourism

Education and training of employees in sports and recreational tourism of Montenegro coast

The experts of the World Tourism Organization (UNWTO) found that training for tourism doesn't keep up the pace with the development of tourism, the growing demand for tourist services and better educated and more demanding participants in the tourism developments. Furthermore, UNWTO warns of insufficient narrowly specialized education of tourism and hospitality industry personnel in some countries, which will not allow to achieve better results in

terms of arrivals and overnight stays of domestic and foreign tourists, and the level and structure of realized tourist spending, especially for extra services.

Montenegro coast has excellent natural and geographic prerequisites for the development of sports and recreational tourism: geomorphology, climate, hydrography and biogeography. However, the development of this type of tourism does not nearly follow the existing potentials, as evidenced by the following data.

The share of the realized number of sports and recreational overnight stays in the most developed tourist and sports destinations is between 3 and 10% of the total number of overnight stays. If we compare these data with more than modest indicators of actual sports and recreational overnight stays on the Montenegrin coast in 2007, which amount to 1.5%, or even, in Budva subregion 0.64%, we will come to the unmistakable conclusion that the possibilities for the development of sports and recreational tourism are unused (Klarić, 2012), and that this type of tourism is insufficiently developed in Montenegro coast.

As well as in all other areas of economic and social activities, so in the field of organization of sports and recreational tourism, human resources are the base for successful work. Education, development and training of employees are vital components of maintaining competitiveness in the tourism industry (Bakić, 2002), therefore it is necessary to invest in education and training of staff in the sports and recreational tourism on the Montenegrin coast.

The organizational structure of the employees in the tourism and sports centres should include staff that can provide the performance of sports and recreational activities: managers of sports facilities, sports events managers, sports experts and a variety of sports teachers, coaches, recreation organizers, entertainers, sports rehabilitation professionals, physiotherapists, nutritionists and physicians, as well as tourist workers, expert tour guides and administration staff.

These profiles of employees could be differentiated in modern and well-organized sports and recreational centres in developed tourist destinations. Unfortunately, that is not the practise on the Montenegrin coast.

The successful operation of tourist-recreational centres and consequently, improving the development of sports and recreational tourism on the Montenegrin coast, will not be possible without the higher level of the organizational structure of the employees.

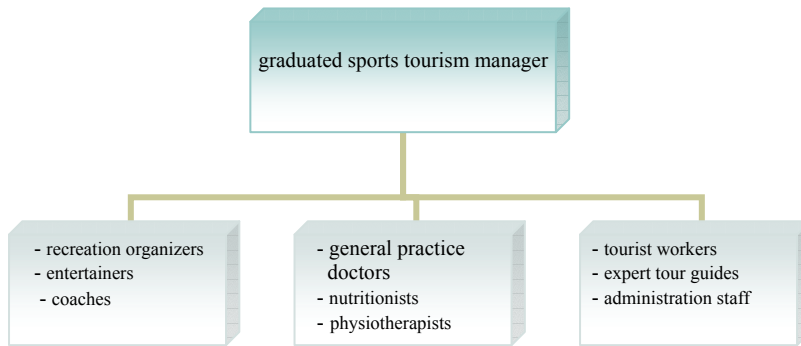


Figure 3. The proposed organizational structure of the employees in sports and recreational tourism (Gibson, 1998b)

The structure according to the respondents' level of education. Within the structure of the employees in the tourism and sports centres of the Montenegrin coast according to the level of education, the largest share goes to the highly educated respondents, because over half of the employees have a high school degree, a bachelor's or master's degree, or a doctorate. Every third employee has completed high school, while one in ten respondents has completed only elementary education. The sample does not have employees who have not completed their primary education.

The data obtained according to the education level suggest that the sports and recreational tourism usually employs highly qualified personnel, which is certainly a stimulating factor to improve each area. The degree of labour productivity of each employee individually, and the organization as a whole, depends largely on the education level of the employees. The same study (conducted in Andalusia) also found evidence that a mismatch between the employees' education levels and the education required for a job is relevant in explaining differences in the hotels' and workers' productivity. Suitably educated employees are more efficient than those whose education is not matched to the job. In addition, undereducated employees (as compared to job requirements) are less efficient than overeducated ones (Marchante, Ortega, 2012). It is certain that good architecture of the education level of the employees in sports and recreational centres of the Montenegrin coast has a positive impact on the labour productivity and overall operations of these organizations.

To eliminate the possibility that the obtained findings lead to irrelevant conclusions, it is necessary for the analysis to include some additional elements. Specifically, the favourable structure according to the level of education in sports and recreational tourism is most likely caused by the implementation of the Bologna Declaration in the education system in Montenegro and the region, which reduced the duration and quality of studies to moderate limits, therefore the obtaining of the diplomas from higher education institutions has been significantly made easier during the last ten years. Also, the tendencies of establishing a large number of faculties of a questionable credibility, in the period since 2000 and onwards, have further increased the overproduction of highly educated people nowadays. In this way one can create a false image of quality, competence and adequacy of employees in certain positions, since the level of education may not be consistent with the level of knowledge and skills which students/graduates acquired during their studies.

Certainly during the selection of personnel in sports and recreational tourism there should not exist (even isolated) examples of uncritical employment that does not respect the education and qualifications of the employees.

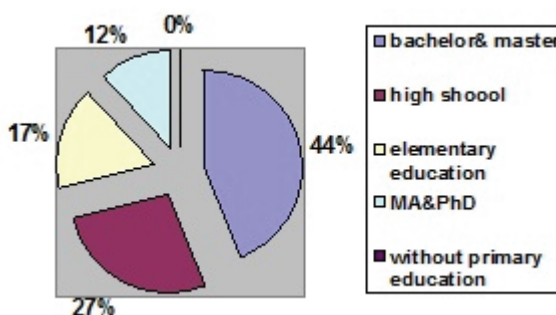


Figure 4. The structure according to the respondents' level of education

The structure according to the employees' professional education areas. In tourist, hotel and sports centres of the Montenegrin coast the majority of employees have a degree in the field of economics, marketing and management, one-third of the total number. One in five employees has a degree in foreign languages, while the proportion of the respondents in tourism and sports is equal, only every fifteenth of the 100 surveyed. There are far fewer employed medical workers and artists, while there are no lawyers in the sample.

The results show that the sports and recreational tourism often employs staffs who do not have appropriate professional training. The dominant share of inappropriate profiles of staff is caused by the traditional uncritical employment of under-trained, under-educated and insufficiently narrowly profiled staff, which is unfortunately still used in Montenegro. According to the author Klarić (2012), former athletes, mainly because of their past experience in sports, but not with the proper education and qualifications, are most frequently employed as entertainers, while some jobs in the tourism and sports centres owned by the state, mostly managerial, are usually reserved for political party activists.

A significant proportion of the employees in the field of tourism and sport is the result of a gradual increase in the interest of young people in the education from this area, on the one hand, and the establishment of new majors, departments and individual faculties of tourism, on the other, as a result of the affirmation of this field in Montenegro over the last few years. The development of tourism, according to the Master Plan (2008), has the highest priority among the industries of Montenegro. The management of tourism industry in Montenegro should go towards: creating high-quality supply, creating a new image, innovation of sales channels and promotion of education. In terms of promoting education it is necessary to implement the following measures: to establish the objectives of education, to create educational plans and to create institutions for education. During the last few years in the Montenegrin coast five higher education institutions in the field of tourism have been opened (in Bar, Herceg Novi, Tivat, Budva and Pržno), which together with the state Faculty of Tourism and Hospitality in Kotor (with a bit longer tradition), make a solid foundation for the improvement of education. The establishment of a large number of tourist faculties is certainly the result of a strategic orientation of Montenegro for the development of tourism as a basis of complete economic development of the state.

However, none of these faculties contain developed course that includes a direct correlation between sport and tourism, which indicates that the establishment of these faculties is not essential for providing education in the field of sports and recreational tourism. Nevertheless, some of them in specific subjects at undergraduate, and especially, at postgraduate studies, examine connection between tourism, sport and recreation, which confirms that the significant role of this area is gradually being recognized by educational institutions.

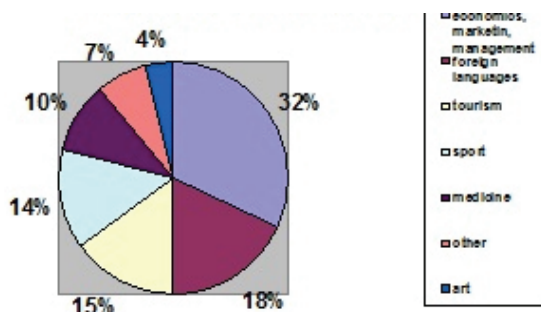


Figure 5. The structure according to the respondents' professional education areas

The unfavourable structure in terms of education, most frequently mismatched with the positions, responsibilities and duties of the employees in tourism and sports centres, must inevitably be corrected if we want to promote this kind of tourism. It would be necessary to put emphasis on the education and training of managers in the field of sport and tourism, but also to work on narrow profiling, specialization of the staff through additional training and seminars. Training should be organized in some developed tourist destinations which have experience in the education of tourism and sports personnel. Otherwise, the lack of specialized personnel will certainly have a negative impact on business and survival of sports and recreational centres.

The perception of the respondents about the needs of staff training in sports and recreational tourism. The vast majority of the employees, even nine of ten respondents, believe that the staff education in sports and recreational tourism should be organized either for managing or operating positions. As expected, much smaller number of the employees consider that administrative and support staff should get more education.

So, in the employees' opinion, training and staff development in sports and recreational tourism, in terms of different trainings, tuition, practice in the facilities of a similar character, education at higher education institutions should be organized for managerial and specific operational functions.

These results are consistent with the views of contemporary authors who deal with the tourism of Montenegro. In this respect, according to Đurašević (2008), intense social development which Montenegro follows, includes the improvement of personnel at all levels. When tourism is in question, it is obvious that there is a lack of modern educated professionals both in the management structures, and in the manufacturing and service sectors. The lack

of knowledge of foreign languages and information technology, without which it is difficult to imagine achieving greater efficiency in operations, sustainability and control, is a great drawback for further development, especially of foreign tourism.

The success of the tourism industry in any destination is largely dependent on the quality of its personnel. One study conducted in Hawaii determined which skills are most in need of development, hence to be targeted for training. The skills that were ranked the highest by both groups – employees and employers were human relations, communications, and courtesy skills. Knowledge of local culture, people and land and computer training were ranked lowest. The studies revealed considerable agreement between employees and employers on their perceived training needs, except in the areas of computer skills, salesmanship, and operations (Sheldon, Gee, 1987). Hence, the skills of whose necessity the employers are much more aware than the employees themselves are the knowledge of information technology and foreign languages (needed for computing), as well as techniques and methods of sales functions. It is in these areas where the training of human resources in tourism on the Montenegrin coast should be improved, as these skills are necessary for successful business in modern conditions.

In the analysis of knowledge and skills of the people working in tourism, there should further be noted that the tourism sector is characterized by a high share of small and medium enterprises, which implies additional requirements towards employees. According to Eurostat's data for 2000, the average number of employees per enterprise in the sector of hotels and restaurants in the member states of the European Union of that time amounted to only 4.6. This highlights the requirements towards employees in terms of their flexibility in engagement capabilities and the broad qualification profile (multi-skilled) (ILO, 2001).

The former participation of the employees in trainings/courses/specializations. Every second respondent did not participate in additional trainings because the organization in which he/she is employed has never allowed any kind of staff promotion. A quarter of the employees attended various courses on their own initiative, while only one in five respondents took part in training sessions held within the organization in which they have been engaged.

The obtained data that more than half of the employees had never taken part in additional trainings, and that most of them had not done that because the training had not been provided by the organization, while only a small number of them had had no interest in training, shows that insufficient attention is paid to

education and training of the personnel in sports and recreational tourism in this region. This is exactly the opposite of the tendencies in the modern tourism industry.

In Montenegro coast, there are examples of organizations (“Maestral” hotel, Pržno, “Montenegro Stars Hotel Group” company, Budva and Bečići, the famous hotel chains “Aman Resorts” Sveti Stefan and “Iberostar - Hotels and Resorts”, Bečići and Ulcinj), which provide to their staff language courses and computer skills courses, training and acquisition of practical knowledge in the country and abroad. However, these examples of local practice are still very rare. Organizations which lack the awareness of the need for investment in staff development cannot provide quality product/service and thus no satisfaction or repeated arrivals of a customer.

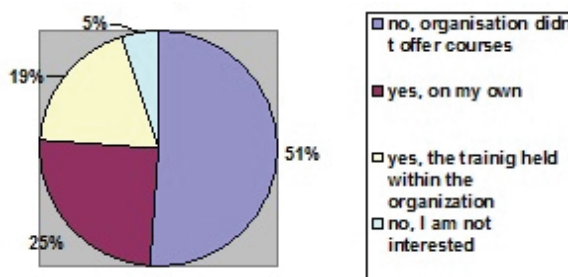


Figure 6. The participation of the employees in trainings/courses/specializations.

The seasonal nature of business in the sports and recreational tourism in Montenegro coast

The structure according to the engagement continuity of the employees. According to the structure of the continuity of the employees’ engagement in the tourism and sports centres of the Montenegrin coast, there are many more seasonal workers compared to year-round hired workers, as many as three times more seasonal than permanent / year-round staff personnel. The data are correlated with the results related to the place of residence, which are dominated by the employees who are not citizens of Montenegro, since most seasonal labour force involves non-residents.

The structure according to the engagement continuity indicates that the workers are usually employed in sports and recreational tourism on seasonal basis. The resulting structure of the work force is the consequence of the seasonal nature of tourism in Montenegro coast, which creates needs to hire additional workers

during the peak tourist season. However, according to the author Klarić (2012), the employment of seasonal workers brings about many problems: the inability to find adequate profiles of experts, appropriate knowledge and qualifications; the extension of working hours during the season beyond the legally regulated maximum, which reflects the quality of services; and lack of motivation of the engaged seasonal workers, because they have no opportunity of rewarding the volume and quality of work performed, housing, education and so on.

When considering hiring seasonal workers in the sports and recreational tourism, according to the same author, we should consider the fact that these activities mostly involve students or former athletes. Analogously, they usually do not have work experience in jobs for which they are engaged, or sufficient aptitude for work in tourism. Most of them consider this business as a fun summer job at the seaside for a maximum of three months. In most sports and tourism companies and hotels at the start of the next season almost a completely new set of employees - sports entertainers, recreation professionals, coaches, sports doctors, physiotherapists and others are being introduced in the business. Frequently there is no introduction of new sports and recreation programs, or processing of the old ones, nor the commitment to raising the performance of the existing staff from the last year, but the full attention is dedicated again to the education of the new workforce training in the provision of basic services in the sports recreational programs. This can lead to a situation in which guests who visit a certain facility every year, where the sport and recreational contents and programs do not change, decide to change their travel destination next year. In addition, during the off season in sports and recreational supply, there is an unexplained sudden decline in the number of attractions and activities, due to the reduction of the number of sports animators, recreation professionals and coaches, and in the additional services supply there comes to a sudden closure of some facilities which offer sports and recreational facilities, and, in turn, to the shortening of their working time. This creates unnecessary problems for visitors, for example, if they want to rent sports equipment, reserve dates on the sports field or engage in recreational sports activities which were offered in high season.

The opportunities for the promotion and development of sports and recreational tourism in Montenegro coast

The possible methods of enhancing the development of sports and recreational tourism in Montenegro coast are numerous and varied. The employees themselves have given a number of respectable suggestions for improving this form of tourism through training for managing and specific operational functions,

diversified and improved quality supply of sports and recreational facilities, more aggressive marketing approach at home and abroad, and others.

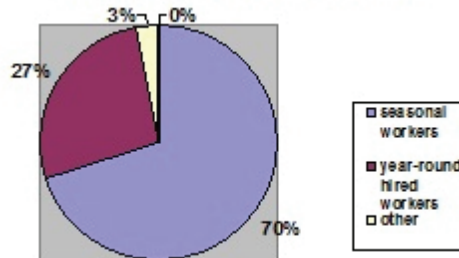


Figure 7. The structure of the continuity of the respondents' engagement

Increasing the volume and quality of sports and recreational activities through the creation of diverse programs and facilities of this type, and more frequent organization of sports events and manifestations with richer contents is one way of improving this form of tourism. Creating a more diverse supply through the opening of specialized agencies for the provision of various services in tourism (for example, the agency for leisure, business, religious, sports and recreation, health and spa tourism) could promote tourism.

Sports and recreational organizations should invest in human resources through various training and development, and obtaining quality staff, so they would achieve higher quality products and services, which would certainly have a favourable effect on their business. Also, the employees, especially direct service suppliers, should be consulted when designing sports and recreational programs and facilities. In order to give maximum contribution to the operations of tourism and sports centres, it is essential for the employees to have the support of owners or managers in the recognition of their proposals and implementation of general designs.

The possibility of improving sports and recreational tourism lies in the aggressive marketing approach at home and abroad, especially in the creation of intense promotional campaigns.

Better distribution of sports and recreational facilities during the year would increase travel demand in the off-season periods, which would consequently balance/levelize the seasonal character of tourism and prolong the tourist season.

The improvement and modernization of receptive transport infrastructure is an important element of tourism development, and improving sports and recreation infrastructure through modernizing the existing facilities and building the new ones intended for sports tourism purposes, certainly has a significant role.

The insistence on the cooperation and pooling of the organizers of sports tourism supply (organizing roundtables, panel discussions and various meetings of tourism holders), and the effort to be mutually regarded as partners, not competitors, in order to create high quality and attractive supply and to achieve competitiveness in the global market is an important element of improving tourism and sports activities supply.

One research focusing on the case of Tennis New Zealand investigated how boards of national sport organisations might develop their strategic capability. This study found that the board's ability to enact its strategic priorities could be enhanced by creating a more collaborative partnership with its regional entities (Ferkins, Shilbury, 2010). In order to improve the business of sports and tourist centres in Montenegro coast, it is necessary to achieve various forms of business associations between sports and tourism organizations at the local level: the associations between private partners, the partnership within the public sector, as well as active private-public partnership. The cooperation between the subregions of the Montenegrin coast, coordinated by the NTOMN (National Tourism Organisation of Montenegro) is essential for creating high quality and competitive sports and tourism product of the Montenegrin coast.

The reduction of prices of certain sports and recreational services and their adaptations to the economic opportunities of potential users, on the one hand, and the compliance with the quality (the appropriate value for money), on the other hand, is one way of contributing to the development of this type of tourism.

These findings confirm the business enthusiasm, a good knowledge of tourism trends and a real interest of the employees in promoting sports and recreational tourism, since they stated a large number of constructive proposals that could contribute to it.

Conclusion

The development of the sports tourism, as indeed in all other areas of social and economic life, the role of human resources is undoubtedly of great importance. The importance of employees in tourism development in Montenegro is also indicated through the following data.

In 2006, according to the World Travel and Tourism Council (WTTC) (Prediction: Oxford Forecasting Institute), there were required about 14,500 (full time) jobs in the tourism industry. The rate of growth in the tourism sector jobs was, according to the same source, 17.55% in 2004, and 12% in 2005. The growth of around 12.49% is predicted by 2006. On average, according to WTTC, the number of jobs in tourism over the next 10 years will increase by about 1,000 jobs per year, which corresponds to the average growth rate of 5.16% per year. The growth of around 24,500 jobs (full time) is predicted by 2016, with more than 80% of new jobs in hospitality business, with appropriate qualifications, i.e. degree of expertise (the Ministry of Tourism and Environment, 2007).

The total number of 65,700 jobs in the tourism industry (39.830 directly and 25.870 indirectly) are defined in the Master Plan for tourism in Montenegro for 2020.

If this is compared with the reports on the labour market of Montenegro (full-time employees in 2003: according to the ETF's survey in the same year - 168,470; according to MONSTAT – 187,333 in 2005), then a great macro-economic importance of the tourism sector is becoming clearer (the Ministry of Tourism and Environment, 2007).

The role of the employees in the development of tourism of Montenegro is confirmed by WTTC, according to which 17% of the total number of the employed in Montenegro was employed in the Montenegrin tourism industry in 2006, and this percentage is expected to reach 24% in 2016. Therefore, except creating well-established strategy of the human resources development, its implementation is necessary.

The analysis of the demographic characteristics of the employees in tourism and sports centres, the specifics of these centres and the role of the employees in the organizational structure shows that in Montenegro coast there is a solid human resource base for the improvement of sports and recreational tourism. In most cases, the sports and recreational tourism in this area recruits staff from outside of Montenegro, especially seasonal workers, causing numerous social and economic problems. The obtained data are correlated with the results concerning the continuity of the employees' engagement, which is dominated by seasonal workers, because it mainly consists of the employees who are not citizens of Montenegro. Young people, aged between 18 and 35, are most commonly employed in the tourism and sports centres of the Montenegrin coast, which is

an advantage from the aspect of sports and recreational tourism, regarding the knowledge and motivation of young people. These findings correlate with the information that most employees have from one to five years of service. However, the short average work experience of the employees in the tourism and sports centres can lead to a lower level of productivity than it would be the case if the employees had more work experience. The sports and recreational tourism is dominated by highly educated workers, which is not in the correlation with the position of a direct supplier that they usually occupy. The above is caused by the specificity of tourism as an economic activity and can have a negative impact on business, in terms of the employees' dissatisfaction.

The results of the study indicate a significant potential of human resources, but with inadequate professional structure not matching the needs of sports and recreational activities, inadequate training of the employees with higher education for practical, efficient operation, the lack of or rare investments in the training of the employees, relying mostly on seasonal workers, the employment according to political and other non-market criteria.

The current trends in the field of personnel policy imply that a modern company is required to have special departments for human resources as its constituent part, which should be not only an orientation, but also an imperative for the organizations of sports and recreational tourism in Montenegro.

The contemporary business challenges and globalisation pressures have had a significant impact on the human resource management (HRM) practices of many organizations. In a study on the adoption of HRM practices by state sport organisations in New South Wales, Australia, results indicate that despite pressures to become more strategic in their people management, only a minority of these sport organisations have formal HRM systems (Taylor, McGraw, 2006).

The findings of this study indicate that for the future of sports and recreational tourism in Montenegro coast more attention should be paid to the employment policy and the improvements of the personnel through organizing additional training courses, as well as the human resources development strategies adopted at the level of the organizations. Higher education institutions in the field of sport and tourism in Montenegro should update their science curricula and adapt them to the purposes of the education in the field of sports and recreational tourism. The previous experience in many receptive tourist countries and rare experience in Montenegro, show that investments in the human resources in the sports and recreational tourism are quality and profitable investments.

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