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**INTRA-ENTREPRENEURSHIP MANAGEMENT IN TOURIST
ORGANIZATIONS IN THE EAST REGION OF R. MACEDONIA**

JEL classification: M, M2, M11, M21

Abstract

This paper is focused on the main results from the research embarked in the line of employees which work in tourism and catering in Macedonia. On top of this, on paper there is an idea to evaluate the current situation of the intra-entrepreneurship skills and abilities of the employees in the tourism field and to discover the deepest obstacles for their entrepreneurship development in the tourist sector. For this goal, self-administrative questionnaire has been distributed between the managers and employees that work in the tourist agencies and objects on several locations in Macedonia.

Besides, on paper there are several concrete standards which implementation would make the process of effective internal management easier, which would make the managers and employees confront in the tourism and tourism sector in Macedonia. The contribution of this paper is that the solution of this question makes the under-developed academic work in Macedonia in this segment richer.

Key words: intra-entrepreneurship, management, tourism, quality standards.

According to some researchers, the intra entrepreneurship tourism organizations often need new kinds of people which could associate the two worlds: entrepreneurship and corporation. Basically, all the skills that characterize intra entrepreneurs are very different from the skills that are needed according to the traditional corporate management plan entrepreneurs, and the differences are displayed in Table 1. This is how, unlike the entrepreneurs, the intra-entrepreneurs need skills to develop a team and to firmly understand the business and market reality, and are also characterized with features of leadership and fast decision-making by the successful owners-managers. Because of this, during the development of entrepreneurship, the task of the managers in the organization is to identify those individuals that own managing skills, to manage projects in the company itself and their management skills through which a successful project would be lead.

Picture 1: Managing skills of the entrepreneurs

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Ability to undertake multi-complexed roles

Understanding the surroundings

Encouraging open discussions

Creating options for effective management

Creating coalitions of supporters

Source: Bostjan Antoncic and Robert D. Hisrich, *Clarifying the intrapreneurship concept*, Journal of Small Business and Enterprise Development, Number 1, 2003, pp11

Review of the literature

Every institution, including the tourist-catering, has a need of implementing its own individual management system appropriate with its internal structure and dynamics through using of the concepts and standards set by its unique philosophy and structure of the individual and professional structures of the managers and employees and their knowledge.

Lolwana (2006:359), points out that new approaches towards creating a quality adopted by the European Frame of Qualifications (EFQ) as model, only confirm the need of public criteria and standards, in terms that the improvement of the institutions could be evaluated, through practicing a form of a system of managing quality (SMQ). This, leads to the question-is this enough to evaluate the improvement quality of the institution, if you start with the fact that most approaches towards ensuring quality through the process of intra entrepreneurship, tend to not seek the answer of two important questions:

- How could the management process improve?
- In what part of the processes are there any problems?

Heinz, P (2003:64) defines the process of quality management as a “systematic management od procedures applied to ensure acquiring a certain quality and improvement of quality, which would provide trust from the crucial participants in the existing process of management and the acquired results”.

The process of providing quality of the management process has the following main goals:

- precise and thorough identification, definition and description of the expectations and need of the clients.
- an independent revision and following the quality, acquiring information for the ones that are implemented, managed or somehow contribute to the improvement of quality.
- Providing measurable criteria for everyone included in the process, to have a clear, thorough and correct understanding of the standards for quality of the organization process.
- Providing resources and systems which could help achieve the needed quality.

- Make sure that the ones that are implemented have skills, abilities, knowledge and motivation to create and deliver the appropriate quality.
- Make sure that the ones that manage, have tools and skills to follow the quality and ability to communicate and change the criteria to improve the needed standards. (Education sector, 2004)

The authors James, Meng, and Roberts as important, list the following barriers of the intra-entrepreneurship:

Traditional corporate structure-the hierarchy nature of the big companies is not appropriate for entrepreneurship attitude, with a significant distance between the layer of top management and the lower layers of work force, which results with a thin relationship between the management and employees.

Corporate culture- the nature of the corporate structure where description of the work assignments are rigidly implemented which leads to suffocating the innovations.

Standard performances of the giant enterprises- enforced by the big businesses, especially short-term, could reflect badly on the development of the intra entrepreneurship project, which could often have a long term nature. In large companies, short-term profit generally is used as a main measurement of the success of the company.

Procedures of planning- in the big companies, the way of planning could suffocate the entrepreneurship.

Ownership as a whole- and its connection to the independence in making decisions is one of the main motives in entrepreneurship. This is not often in big companies where independent decision-making is almost impossible.

Management mobility- in the big companies there could be a lack of association for specific projects, especially if they are long-term.

Inappropriate upgrading system- in many large companies, there are often inappropriate methods of upgrading creative employees.

Basically, all these barriers could be sublimed as a condition of the organization called organizational arteriosclerosis, which means aging of the organizational stands of the enterprise, or its conservative and bureaucratic attitude towards changes.

1. Development of intra entrepreneurship competences in employees as a modern management approach.

Research methodology

From all the above, it's concluded that there is a real need of increasing the quality of the work practices, acknowledged from improving personal skills of the managers, to create a working environment in which the employees would be motivated to implement the personal development of their own competences and abilities to participate in managing the working process, which would increase the organizational orientation for effective satisfaction of the needs of participants in the working process and environment.

This is exactly what defines the research subject-the need of setting a model of corporate-integrative-entrepreneurship management as a crucial factor for improving the work of tourism organizations.

Starting from the fact that management in the tourism organizations is realized even in the absence of a functional system of quality standards, this is aimed to provide a continued improvement and adjustment of the management process and the true responsibility of the employees whose improvements in managing and integration of the process would result in development intra entrepreneurship as a function of development of individual and institutional aspects of the organizations.

Collecting the information was aimed at the following aspects:

- real consciousness of the employees for the existing important aspects of quality of the work processes in the organizations.
- level of active including of the employees in the project management
- participation of the managers in improving the effectiveness of the employee's work.
- the need of continued education of the employees, as part of the strategic management of the organizations.

This research has shown the attitude towards changes through activities and commitment for institutional changes which refer to accepting the need of change of the existing system, which would improve the functionality of the institutional management levels.

The focus is set on integration of managers and employees, which would contribute to increasing the quality of work and increasing the results of all users as an aspect of the whole institutional and socio-economic development.

Individual changes are associated with changes in each of the tourism organizations separately, which would be recognized in more effective approach by the employees in the management process with the work projects. This improvement would manifest in bigger and better cooperation team, mutual respect, experience exchange, positive critics and self-criticism, and motivation for permanent internal and external education, which would significantly decrease the social „rubbing“ in both vertical and horizontal bases.

The research sample includes:

- sample of organizations that deliver services (8);
- sample of organizations that deliver both service and production activities (16);
- sample of managers/from all levels (31);
- sample of employees (267)

The sought attitudes and opinions were aimed towards:

- evaluation of the existing practice through following the attitudes and opinions of the consciousness for existing aspects of intra entrepreneurship management, through including the employees and the suitability of the existing management processes;
- suggestions to increase the effectiveness of individual employees, the need of new intentions for management and suggestions in the management process

with the organization projects, creating effective working plans and measuring crucial, i.e. exit results.

The data analyze referring to the existing management process has come up with two general conclusions:

- a. There hasn't been defined a coordination between the levels of the management system (horizontal and vertical) and the employees;
- b. There is a lack of effective communication between all the crucial factors in this process;

Aiming to provide high quality, transparent and easier understanding of the process of management for everyone included, defining the strategic goals of human resources in function of its organization is needed a permanent measurement by:

1.1. Standard: MANAGEMENT with human resources in function of entrepreneurship work organization

Parameter: organization managers should practice systematic management, aiming to provide recognition, development and practicing key competences for the employees in order to manage-programmes that provide mission and strategy to fulfill their professional needs.

Indicators:

- Adopting politics of providing and developing abilities for management of the employees.
- Adopting criteria of employment and practicing of their definition.
- Systematic identification of the needs and planning of a sustainable competence development
- Existing of a continued professional development, training and presentations.
- Implementation of a process of organized learning, suitable skills and qualifications.
- Development of methods-mentorship in fields of future employment.

Besides that, for defining documented sources of evidence for implementation of these standards, the following is needed:

- Existing functional diagram of organizational structure in function of descriptions and responsibilities of all the set levels of operative management.
- Adaptation of the changes and innovations needed for an effective process: processes of adaptation of new work assignments, evidence of the processes of successful adaptation, presentations and regular feedback for their performances.
- Reports and analyses of the results from following the work processes.
- Reports and analyses of the evaluation of the process predicted by all the impacted parties.

The strategy of planning, prediction of the unfavorable conditions and applying corrective measurements, needed to synchronize with actions of improvement, could be expressed in two forms:

- a. Strategic options-prediction of maximum and minimum of the expected fulfillment

The implementation of this type of improvement would be measured by:

1.2. Standard: EXISTING ACTIONS for improvement of the planning process

Parameter: Organizations aim towards a sustainable improvement in the key indicators based on systematic evaluation of the intra entrepreneurship effectiveness of the work process, resources and feedback from the clients.

Indicators:

- Using tools for system development, which allow quality feedback of the impacted parties;
- Existing of an external evaluation process (for productivity control);
- Setting of identified indicators for the aims of this project;
- A process of constant self-control of internal indicators;
- Providing activities for comparison;
- Transparency of the planned activities for improvement referring the organization strategy;
- Continuing the process of developing professional competences and evaluation of the personal presentation (class staff);

Documented sources of evidence for implementation of this standard:

- Concept of evaluation includes setting indicators and analyses.
- Implementation of average measurement-internal evaluation of the changes referring to the processes in the organization.
- Using comparative reports as a measurement for external comparisons.
- Internal evaluation of the achieved annual activities.
- Internal evaluation in sync with the evaluation criteria on state level, including trend indicators from previous evaluations.

b. Strategic alternatives-success of the development process of specific scenarios for every assumed circumstances for a certain period of time, would be followed by:

1.3 Standard: Measuring key results

Parameter: Institutional measurements of results referring to the key components of the long term strategy for the clients' satisfaction.

Indicators:

When choosing indicators, it is essential to find the answers to the following questions:

- Are the impacted parties satisfied?
- Are the employers satisfied by the achieved knowledge and skills referring to the employees on the workplace?
- What results are gotten in the process of evaluation?
- Which part of the process makes them successful in the labour market?
- How does the entire work in the educational institution look like?

- How to successfully implement the program that refers to the clients' demands?
- How to successfully achieve the financial goals?

Documented sources of evidence for implementation of this standard:

- Number of participants in the work programmes
- Traffic or the amount of educational services provided in further professional education
- Regular measurement of the clients' satisfaction
- Results of measurement of the clients' satisfaction
- Analyses of the responses
- Review and analyses of the number of assumptions and improvement in the development of the organization strategy, two groups are needed:

- a. analytical activities-collecting and treatment of different data referring the organization of the environment by the analytical teams;
- b. synthetic activities-setting criteria, strategic goals and strategic scenarios implemented by the development team;

All of these listed segments are useful to provide an effective management of the quality improvement of the process, which would enable growth and development of:

- integration of the change of the existing condition
- transfer of change
- spiral correlation with the previous and following state

Besides, they should be documented and timely delivered to the management team and to all the employees for following the achievements and further implementation of the developing results, in terms of planning the future staff resources and all the steps, follows the market's quality needs of the work force that works in the immediate and wider environment, which directly impacts the quality of the tourist companies, and thus the development of the community. This approach of the listed problem would allow participation and personal development of all participants in both work and control of the processes, thus contributing for an effective organizational learning and improved organizational responsibilities.

CONCLUSION

Transition states confront difficulties in management of the human resources, because this style has barely been practiced twenty years, and it has been renewed on deep bases of unproductive government, efficiency and work time efficiency and the process of producing services and goods. This research has shown that managers and employees are aware of the need of speed change through standards for quality and their significance is seen as a crucial key in the management skills, and it's crucial to achieve an effective rival advance of the companies. This alone does not mean fast and effective process, but it's a step towards quality and improvement.

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