

FACTORS INFLUENCING THE USE OF MODERN MANAGEMENT METHODS IN TOURISM ORGANIZATIONS

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Abstract: The paper focuses on the use of modern management methods in hotel establishments. For the development of hotel establishments, it is important to respond to current changes and trends in the current unstable and constantly changing environment. The paper is oriented towards exploring the use of modern management methods that support the competitiveness of hotel establishments. The methodological part is focused on the characteristics of the research methods and the research sample. Questionnaire research was chosen as the main research method, which is one of the most frequently used methods for obtaining data of a similar focus. To evaluate the data necessary for processing the research conclusions, methods of higher statistics such as Pearson-Chi square test of independence and the method of proportion of a given phenomenon in the population were used. For better orientation, the data from the respondents were processed in the form of descriptive statistics and contingency tables. As a result of the research focused on the use of modern management methods in hotel establishments, the findings confirm that the mentioned organizations are open to innovations and changes brought about by current trends in strategic management. The research confirms that the classification of a hotel through the stars assigned has an impact on the use of these methods and the more stars a hotel has, the more it uses these methods. Among other things, the research brought findings that a higher number of stars, i.e. a classification class, tends to make more use of modern management methods such as change management, the Balanced Scorecard method or Change management. The research conducted also yielded positive results in the overall use of modern management methods, which are used by more than half of the surveyed hotel establishments. Benchmarking and SWOT analysis are among the most frequently used management methods in hotel facilities. The research conducted brought about findings that hotel establishments use modern management methods in managing their business activities. These methods help in the development of these organizations and thus contribute to the overall development of the tourism industry and its sustainability in a highly competitive environment. The current era brings a lot of innovations that can also be used in the field of tourism, such as information technology and the advent of artificial intelligence. These innovations are suitable for application in modern management methods, with the help of which the management knows how to effectively manage businesses in the tourism industry, including hotel facilities.

Keywords: tourism, hotel establishments, management methods, innovation, competitiveness

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INTRODUCTION

In today's business environment, striving to improve the management effectiveness of tourism organizations is one of the fundamental tasks of every manager (Ali & Anwar, 2021; Handiman et al., 2024). Tourism and its elements have existed for many years and are associated with various motives, often also health, religious, etc. (Koželová & Drengubiak, 2023). Achieving increasing efficiency is an essential prerequisite for the success of any modern organization, especially in the ever-evolving highly competitive tourism environment (Herman et al., 2023; Alsetoohy et al., 2024; Hassan et al., 2024).

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Accommodation and food service organizations are an important part of the tourism industry. It can be concluded that tourism is an industry that has a high potential for employment growth and economic development; therefore, it is essential to take care of the prosperity of accommodation and food service organizations. Creating and maintaining a competitive advantage is a fundamental strategy of hotel management. Hotel management is a dynamic process that must be mastered to ensure the stated goals of the organization. According to Ayyaz-Çavdaroglu et al. (2024), it is necessary to follow the development and application of hotel management. Calderón-Fajardo et al. (2024) point out the adherence to the basic objectives, which include maximizing revenue while considering and maintaining quality, striving to maximize capacity utilization, striving for efficient use of employees and minimizing cost levels, which can ensure profit and profitability while considering and increasing quality. Business in the hotel segment is not only demanding on human capital but also on overall facilities. A guest in a hotel is often in direct contact with the staff, but not on the same level as with the hotel facilities, so it is important that the hotel's facilities and amenities come first. However, to maintain a good first impression, care must also be taken to have well-trained and quality staff (Mate et al., 2019; Park et al., 2021). According to Hu et al. (2019), planning in accommodation facilities is of vital importance, given that it helps to reduce business risk, enables the improvement of work efficiency, facilitates the integration of the efforts of all workers as well as external suppliers. It is the basis for the professional growth and development of managers and also underpins the development of performance standards. In order to determine the most optimal alternative course of action for decision-making, it is the manager's task to choose from a range of options.

The more variable the given environment, the more established alternatives the plan must have and the greater the role decision making plays in the hotel management process. The authors state that managers often consider decision making as their main role, and this is because they must continuously make decisions about what to do, who should do it, how to do it, when to do it, and under what conditions (Brogni et al., 2024; Chowdhury et al., 2024). Organizing belongs to that part of management that involves creating purposeful tasks for people and purposeful structures for the organization. Purposefulness in this case means the creation of certainties in which all the set tasks necessary to achieve the set goals are assigned to skilled workers (Phuong & Huy, 2022; Cwibi, 2023). The top activity of the whole management is controlling, whose main task is to detect in due time all deviations of the actual state from the desired state. The information that comes from the external environment is very closely related to the information that comes from the internal environment and about the development and actual progress of the plans of the tourism organizations.

Modern management methods are increasingly being used in the management of these organizations, and this is not limited to the tourism sector. As a modern method we mention the concept of Balanced Scorecard, which is considered one of the most famous modern methods that focuses not only on performance measurement, but also on its incorporation into the overall performance management system in the organization. The Balanced Scorecard aggregates both financial and non-financial indicators in order to group them into a single enterprise information system accessible at all levels of management (Dlamini et al., 2020). As reported by Agbenyegah & Neequaye (2024), the Balanced Scorecard method is used by innovative organizations as a strategic management system designed to drive long-term strategy. According to Alphun et al. (2023), the Balanced Scorecard method translates individual missions and visions into goals and their measurements to address all business areas and core areas of assumptions. The individual goals and measurements are divided into four areas, which are the learning and growth perspective, customer perspective, process perspective, and financial perspective. The emergence of such a method was conditioned by existing performance measurement approaches that considered only financial indicators. The Balanced Scorecard links other different perspectives on its operations, strategy and management in addition to the financial perspective (Fatima & Elbanna, 2020).

Another important modern management method is controlling. Controlling represents a special form of organizational management, which is oriented towards continuous profit creation. Although the name evokes controlling, it is not possible to identify and reduce controlling to the area of business process control only (Trinh et al., 2023). Hotel controlling refers to the acquisition, analysis and processing of operational and economic information that is used to support management decision making. The common purpose for all processes is to capture and record the current as well as future economic situation in a tourism enterprise. According to Kwakwa (2024), hotel controlling is used at both strategic and operational levels. In the strategic focus, we are talking about issues of enterprise security, where controlling is used to analyse information of qualitative form in making managerial decisions. According to Campayo-Sanchez & Nicolau (2024), in the operational focus, controlling has mainly the task of managing profit, where it focuses on the internal environment of the hotel and analyses quantitative variables. We consider that the most important role of hotel controlling is the elimination of the causes through which performance and revenue might not be realized, since this condition cannot be changed. For hotel services, the crucial factor of performance and revenue realization is their time of realization, in case of non-performance of an event and subsequent cancellation, hotel establishments lose revenue.

Therefore, planning, comparing the results of the current time-period and budgeting is important to avoid losses from unfulfilled hotel capacity (Musavengane, 2019; Gunter et al., 2024). Benchmarking is also a frequently used management method in tourism organizations and is a process for finding the most effective hotel practices and new ideas based on a consistent and continuous comparison of the organization's own performance in quality, productivity and production process with organizations that perform exemplary in the market and are market leaders (Alemayehu et al., 2024). It is a tool to enhance the competitive ability of an organization in the tourism industry. It is a search for best practices within industries that lead to superior performance (Gong et al., 2024; Wang et al., 2024).

MATERIALS AND METHODS

The main objective of this paper is to present the results of research focused on increasing the efficiency of management in hotel establishments using modern management methods and tools such as the Balanced Scorecard

method, controlling, talent management, benchmarking, and others. The aim of this paper is to examine the ways in which organizations in the tourism industry are managed and to highlight opportunities that could increase the effectiveness of the management of organizations in this sector. We have chosen a questionnaire survey as the main research method. The questionnaire was designed to include questions that allowed for the addition of a specific answer, the selection of a specific answer option, and questions that presented answers in the form of a Likert scale. The Likert scale choices were made up of a four-point scale and the respondent could choose which point he or she considered most appropriate in answering the specified question. The structure of the questionnaire consisted of two main parts, namely identification and research. The first part contained the identification questions of hotel establishments in which we surveyed the size of the organization, its ownership and its classification through the number of stars.

The second part of the questionnaire was related to the research itself. The questions were aimed at finding out the use of modern methods in the management of the organization and the conditions under which these methods are used. We were specifically interested in the use of modern methods such as Balanced Scorecard, Benchmarking, controlling, talent management and others. In developing the questions and hypotheses, we were based on the stated research problems, which were obtained through literature study research and similarly conducted research studies.

Our main research areas included questions of whether hotels are favourably disposed to change and innovation, whether they use the method of controlling in their management and what is the actual pricing of hotel performance. In the research we investigated how the classification of a hotel, determined by the number of stars, influences the creation of a plan using modern methods and whether a hotel tends to use its capital for modernization if its approach to pricing is maximizing sales. In the last research question, we started from the fact that nowadays it is no longer sufficient if an organization is managed only by financial indicators, but it is only through a combination of financial and non-financial indicators that prosperity and long-term sustainability is achieved. When selecting organizations by means of a questionnaire survey, we relied on the methodology of the OKEC and SK NACE classification of enterprises. SK NACE is the standard classification of economic activities used in the European Union. The database of organizations from the tourism sector that we used for the purposes of our research was obtained from the Slovak Business Agency.

The questionnaire was sent to 515 organizations operating in the tourism sector in Slovakia. The return rate of the questionnaires was 105, which represents a percentage of 20.38%. For the purposes of the questionnaire survey, we can consider a return rate of approximately 20% as standard and the results obtained can be considered relevant. In our research we have set four main hypotheses:

H1: We assume that there is a statistically significant relationship between hotels' openness to change and innovation and the introduction of controlling into management.

H2: We assume that there is a statistically significant correlation between the classification of a hotel in a higher class and the use of modern management methods in the development of the plan.

H3: We assume that there is a statistically significant relationship between sales maximization and the use of capital for modernization.

H4: We assume that more than 50% of the hotel establishments surveyed use modern management methods and tools.

Research methods (such as descriptive statistics, contingency tables and others) were used to evaluate the data obtained, using analysis, comparison, synthesis, selection, induction and deduction. The hypotheses we set out were statistically tested for the purpose of our research. We used Chi-square test of independence method to test the hypotheses. The Chi-square test of independence is based on the contingency table and tests the null hypothesis that expresses the independence of the variables. Table 1 contains the formulas and their characteristics.

Table 1. Pearson's Chi-square Test of Independence (Source: According to Marcheová et al., 2011)

Formula (Marcheová et al., 2011)	Explanatory note
$\chi^2 = \sum \frac{(f_e - f_t)^2}{f_t}$	χ^2 – the Chi-square value subsequently compared to a table value based on the selected error probability, f_e – the empirical frequency of observed variables, f_t – the theoretical frequency of observed variables.
$p = \hat{p} \pm z_{\alpha} * \sqrt{\frac{p * \hat{q}}{n}}$	p – method of proportion of given phenomenon in the population; q – proportion of the opposite phenomenon in the selected sample; n – size of sample ; z_{α} – confidence level.

RESULTS AND DISCUSSION

The research conducted was focused on ways of managing organizations in tourism. The research sample consisted of hotel facilities categorized by the number of stars, which are listed as follows:

1* - budget hotel, cheap, does not provide any room service. The hotel must provide guests with a drink ticket and daily housekeeping. The rooms are equipped with sanitary facilities.

2* - these hotels provide basic services such as catering and are among the cheaper ones. The hotel already provides a breakfast buffet, internet and the option of a terminal and payment by card is part of it.

3* - middle class of the hotel classification, intended also for families with children on vacation. There is daily cleaning, internet and a pool. The reception should be available 24/7, the rooms should have a telephone and the hotel should have laundry and ironing facilities available.

4* - Hotels with these services are expensive with higher comfort. They are e.g. congress hotels, where we can find congress rooms with technical equipment as well as recreation opportunities in the form of a sauna, necessary recreation and a swimming pool the rooms have a minibar, a bathrobe and slippers.

5* - luxurious and expensive hotels that provide high-level services and 24/7 services. These hotels they organize various shows and also offer sports and recreational activities to fill free time.

The distribution of hotel facilities by number is shown in Figure 1.

In our research, we focused on modern methods of managing organizations that will enable organizations to increase management efficiency and thus achieve the stated goals of the organization. One of these modern methods is the controlling method. In connection with controlling, we were interested in the innovative activity of organizations, and based on these two factors, we formed the following hypothesis:

H1: We assume that there is a statistically significant relationship between hotels' openness to change and innovation and the introduction of controlling into management.

The results of testing first hypothesis are shown in Table 2.

Table 2. The results of testing 1st hypothesis (Source: Own processing; formulas according to Marcheová et al. 2011)

Formula of the Pearson's Chi-square Test of Independence (Marcheová et al., 2011)	$\chi^2 = \sum \frac{(f_e - f_t)^2}{f_t}$
Number of respondents (N)	105
Error profitability	$\alpha = 5\% (0.05)$
Critical value	$\chi^2 = 0.01$
Calculated value	$p = 0,576$

Based on the research problem, we used a hypothesis to determine whether the degree to which hotels are willing to introduce controlling into their management increases with their openness to change. Based on the validity of the inequality $p=0.576 > \alpha=0.05$, we do not accept the hypothesis that there is a statistically significant relationship between hotels' openness to change, innovation and willingness to introduce controlling into management. This means that the introduction of controlling into the management of an organization is not influenced by the openness of organizations to innovation and change. Thus, the introduction of controlling is fully independent of innovations and changes in the market environment. In Figure 2 we illustrate whether a hotel has a controlling method in relation to the hotel's openness to change and innovation.

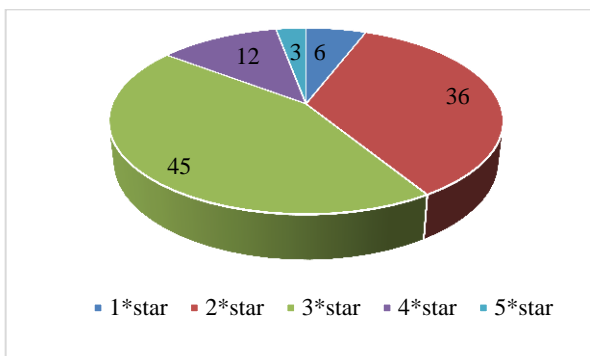


Figure 1. Division of hotels (Source: Own processing)

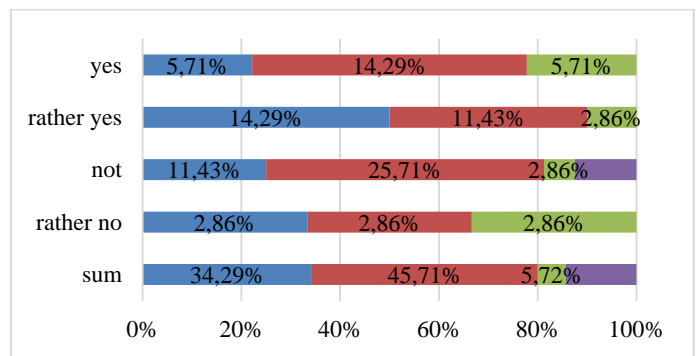


Figure 2. Controlling in the surveyed organizations (Source: Own processing)

The second hypothesis focused on the use of modern management methods in plan development. The hypothesis was stated as follows:

H2: We assume that there is a statistically significant correlation between the classification of a hotel in a higher class and the use of modern management methods in the development of the plan.

The results of testing second hypothesis are shown in Table 3.

Table 3. The results of testing 2nd hypothesis (Source: Own processing; formulas according to Marcheová et al. 2011)

Formula of the Pearson's Chi-square Test of Independence (Marcheová et al., 2011)	$\chi^2 = \sum \frac{(f_e - f_t)^2}{f_t}$
Number of respondents (N)	105
Error profitability	$\alpha = 5\% (0.05)$
Critical value	$\chi^2 = 0.01$
Calculated value	$p = 0,004$

In relation to the above research problem, we set a hypothesis, where we tried to find out whether a hotel classified in a higher class tends to use modern management methods such as change management, SWOT analysis, BSC method, Benchmarking, etc. in the development of the plan. Based on the results of the conducted research and the validity of the inequality $p=0.004 < \alpha=0.05$, we accept the hypothesis that there is a statistically significant relationship between the classification category of the hotel and the use of modern methods in the development of the plan.

According to the answers of the respondents, the modern management method Benchmarking and SWOT analysis are most often used in hotel establishments. In the classification category of four-star hotels, the Balanced Scorecard method and also talent management are most frequently used. Hotels in the three-star classification category also use

Benchmarking most frequently. Hotels in the two-star classification category most often use SWOT analysis, which is one of the most general management methods. Figure 3 shows the most commonly used modern management methods for managing an organization. At least Figure 4 shows relationships between approaches in hotel facilities.

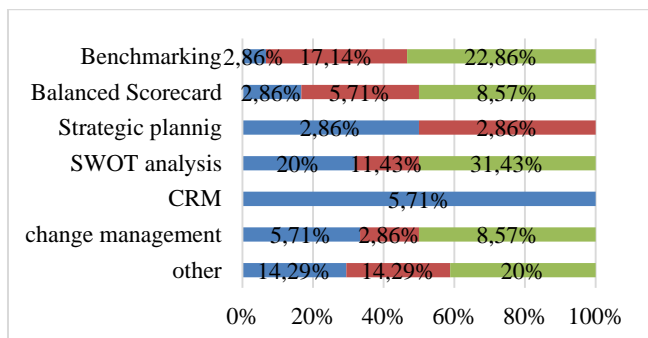


Figure 3. The relationship between the hotel classification category and the use of modern methods (Source: own processing)

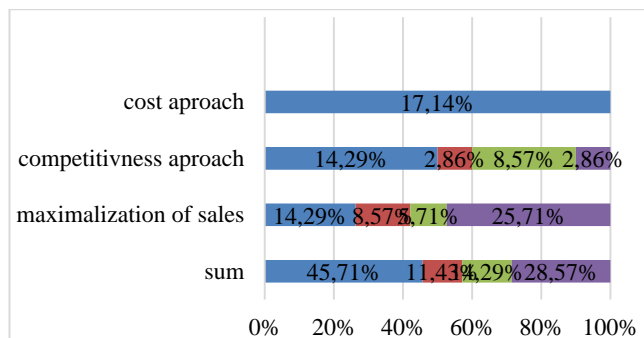


Figure 4. Relationship between pricing approach and capital utilization (Source: own processing)

The third hypothesis focused on the use of the organization's capital for its modernization and was stated as follows:

H3: We assume that there is a statistically significant relationship between sales maximization and the use of capital for modernization.

The results of testing third hypothesis are shown in Table 4.

Table 4. The results of testing 3rd hypothesis (Source: own processing (formulas according to Marcheová et al., 2011))

Formula of the Pearson's Chi-square Test of Independence (Marcheová et al., 2011)	$\chi^2 = \sum \frac{(f_e - f_t)^2}{f_t}$
Number of respondents (N)	105
Error profitability	$\alpha = 5\% (0.05)$
Critical value	$\chi^2 = 0.01$
Calculated value	$p = 0,080$

In the context of the research question, we set out a hypothesis where we sought to determine whether, if a hotel's approach to pricing is to maximize sales, it tends to use capital for modernization. Based on the validity of the inequality $p=0.080 > \alpha=0.05$, we do not accept the hypothesis that there is a statistically significant relationship (dependence) between pricing approach and capital utilization. In the following Figure 3 we graphically illustrate the relationship between pricing approach and capital utilization. However, the difference shown does not prove to be statistically significant by statistical analysis. The last research hypothesis focused on exploring the use of modern management methods in hotel establishments and was stated as follows:

H4: We assume that more than 50% of the hotel establishments surveyed use modern management methods and tools.

Testing of hypothesis that focuses on using modern management methods and tools, we provided by the method of the proportion of the phenomenon in the population. The method is suitable for this kind of research since we do not have data from all respondents. The probability is defined by a coefficient of 1.96, which means the validity of the results at the level of 96%. The results of the hypothesis testing are shown in Table 5.

Table 5. The results of testing 4th hypothesis (Source: own processing)

Entity	Calculation variables	Calculation by formulas of authors (Marcheová et al., 2011)
Businesses in tourism	$\hat{p} = 0,7142$ $\hat{q} = 0,2857$	$p = 0,7142 \pm 1.96 * \sqrt{\frac{0,7142 * 0,2857}{105}}$ $p = 0,7142 \mp 0,0440$ $0,6278 \leq p \leq 0,8006$

By testing the hypothesis, we found that the level using of modern management methods in hotel establishments is between 25% and 37%. In the hypothesis, we have assumed of 50% which is above the expected level. From the above, we conclude that more than 50% of hotel establishments use modern management methods in conducting their business activities.

We continue with part of discussion. The researched area was the subject of several studies and publications. Authors Shtal et al. (2024) examine a comprehensive understanding of the issue of innovative management methods in the hotel industry. The research results point to contractual strategic management in conditions of economic and political instability. The use of elements of strategic management in the context of innovative methods were successfully used to reduce potential threats to the hotel segment, taking into account the specifics of this industry. An insight into the performance and innovations of hotel facilities is also offered by a study by Claus et al. (2021), in which the authors state that strategic management has become a tool for achieving sustainable results. Their research showed that the use of innovative tools had a positive effect on the performance of hotel facilities. In a study by Havlovská et al. (2019) the importance of management decisions in connection with modern management methods is emphasized.

The authors created and applied a model that uses elements of information analytical support for management support, which contributes to cost optimization and improves the quality of management decisions. Pohuda (2023) analyzed modern management tools in the context of information and communication technologies in hotel facilities. She paid considerable attention to the tool CRM - IT-tour, in which she found that the use of this tool often best meets the requirements of the tourism industry. The results of the research were linked to the information field, in which the author emphasized the usefulness of information and communication technologies, which best correspond to the field of business activity and in the creation of a competitive strategy for business development in the tourism industry.

CONCLUSION

Organizations operating in the tourism industry that use modern management methods such as controlling, benchmarking, Balanced Scorecard and others in the management process have a better chance to succeed in this challenging and turbulent business environment. The development and advancement of information systems and technologies enable the improvement and streamlining of business activities, which cause an increase in customer needs and demands. How an organization copes with the expectations of modern management greatly influences the way, how the organization affects the surroundings, how the organization is perceived, and what its competitive position is.

Organizations in the field of tourism are constantly looking for new solutions that will move the organization to the right place in society and attract new customers. Currently, several management methods and techniques are used to help organizations stay ahead of the competition in the modern world. Many of them are classical and as a result new, more effective methods or procedures have been found. Nevertheless, they dominate by the inability to effectively transform the values achieved in these concepts into daily practice and the lack of utilization of appropriate tools for managing and evaluating the processes' performance. From the point of view of the practical application of findings for hotel establishments, we state the importance of using modern management tools to improve competitiveness and increase value not only for owners, but also for other interest groups. Following the linking of researches, we present the importance of using these tools in the context of a constantly changing political and economic environment. Strategic management tools help managers to implement the right decisions in the management of hotel establishments.

The research conducted, which was oriented to the issue of management methods in hotel establishments, also has its limits and limitations, which need attention to be paid to. A limiting factor may be the research sample, which is primarily defined by hotel facilities. In other types of tourism establishments, the data could be different. Another limiting factor may be the geographical coverage of respondents, which was limited to the Slovak Republic. Different results would be in connection with the international environment, for example, V4 countries such as Poland, the Czech Republic, Hungary, etc. An important limiting factor is the willingness of hotel establishments to participate in the conducted research. It is necessary to contact competent persons who would provide relevant answers to the research-related questions asked. The factor of a relatively specific issue, for which there is not yet a sufficient number of relevant studies in the environment of Slovak hotel facilities, can also be a limit. Extension of these studies would encourage comparison of current research results with other research. In this context, it is therefore important to mention the orientation to future research, in which we would like to focus on cross-border results, and we would try to reach out to hotel establishments that operate abroad and possibly compare them with the domestic environment.

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