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MANAGEMENT WITH THE SYSTEM OF EDUCATION AND MOTIVATION OF EMPLOYEES IN THE HOTEL INDUSTRY IN MACEDONIA

Abstract: *This paper presents research findings regarding the readiness of top management and employees of lifelong learning and quality approach in the hotel industry in Macedonia. The results of this paper should show how the top management of hotel facilities is ready for learning and that need is transferred to the employees, which is the basis for continuous improvement of quality.*

The results of the survey showed that the solution should be sought in the improvement of the quality system through the application of the TQM (Total Quality Management) strategy, staff development, introducing learning to improve the quality of services, and advancing processes. Adopting a new quality approach should help companies improve the quality of services and business processes as well as their business outcomes.

Keywords: *TQM (Total Quality Management) system, Hotel industry, Learning organization, Motivation.*

1. Introduction

Organizational learning is an integral part of the TQM (Total Quality Management) strategy because, if new techniques and methods are not learned, there is no opportunity for progress and development. Knowledge strengthens the competitive advantage of companies. An important role has the top management that needs to be ready for learning and the need to transfer it to the employees. Learning is an introduction to overall quality management. It is an introduction, because you need to acquire the necessary quality knowledge in order to be able to project the quality system.

Only the person who gives a little more and better condition progresses, and that is the one who constantly learns, so it is necessary

to continuously develop the personnel standards and to constantly stimulate the training and education of the employees. At the same time, it means a drastic change in the behavior of employees, radical changes in the organizational setup, a clear definition of the rights, obligations and responsibilities of each individual. Although in Macedonia everyone is constantly talking about a European concept of quality, there are no forces that it is truly accepted and founded in all the spheres of the hotel industry.

2. Literature review

Organized learning in the hotel industry is an integral part of the process of total quality management because if new techniques and

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methods are not being studied, there is no opportunity for progress and development. The new approach to quality requires new activities in the field of education of employees, introduction of standardization of all processes, introduction of statistical process control due to defective operation, as well as a new approach in the cost analysis. All this requires a scientific, methodological, planning approach, persistence and organization (Chepujnoska & Chepujnoski, 1993).

According to Mitreva (2011) only those who constantly study and advance have a chance to succeed. The educational process is long lasting and applies to all employees in the part of their work. To achieve the goal, at least 70% of employees in the hotel industry need to master the quality path.

For many authors (Teare & Dealtry, 1998; Raidén & Dainty, 2006; Jashapara, 2003; Robertson & O'Malley Hammersley, 2000) modern trends in management move in direction where employees no longer receive simple standards and methods, but tasks with goals, while they are free to choose how they will accomplish that goal. This requires higher level of education and training, development of the individualism, especially proactive management in participation and realization of the set goals.

Deming (2000), in his quality management program which is conceptualized in 14 points, under point 6 emphasized that training at every job was necessary, and in point 13 it imposed the need to create an intensive education and self-promotion program. Training is a necessary tool for continuous improvement through constant strengthening of the ability of all employees: from porter to director. Knowledge reinforces the competitive advantage of the hotels.

All people employed need to learn, thus every employee will solve problems easily (Drucker, 2014).

Quality management in the hotel industry is

based on teamwork, but only with the necessary knowledge, all can be creative and contribute to the improvement of the quality work and the business results. Learning creates and strengthens the team spirit, since it means that it leads to understanding, trust and culture of behavior and work. Individuals and experts can not influence the improvement of quality, unless they are followed by the rest (Garavan, 1991).

Investing in technology, equipment and process changes is important, but these inputs do not guarantee the development of performance and advantage over competitors, without adequate investment in employees. The most developed and richest countries are based on their strategy of developing the industry of meaning and investing in the same (Symes & McIntyre, 2002; Prodanovska & Mitreva, 2009; Taskov & Mitreva, 2015).

The competitive advantage of the organization Senge (2014) is: its ability to learn faster than its competitors and to achieve it, the effectiveness of the entire organization must be greater than the effectiveness of the sum of its parts.

Davenport and Prusak (1998) believe that knowledge in organizations is a fluid mix of different experiences, values, environmental information, or expert insight that allows assessment and acceptance of new knowledge and information. The same authors think that in the global economy knowledge can be the biggest advantage of hotels.

The benefits of the learning organization, according to Mumford (2004), are: ensuring long-term success of the organization; constant improvements become a practice; creativity, innovation and adaptation are increasing; attract people, who want to succeed and learn, and they are skilled in the organization; the organization is sure that employees are trained to meet the current and future needs of the organization.

Today it is written about learning

organization or "learning organization", according to Drew and Smith (1995). In the broadest sense, the learning organization is a team of members who have mastered common processes for continuously creating, retaining and encouraging individual and collective learning, in order to advance the results of the organization in a way that is relevant to all users.

Without human potential, capital is worthless. The potential for Kaplan and Norton (2004) needs to be developed and, if invested in it, good results can be expected. Kaplan and Norton (2004) believe that human potential along with the organizational culture for the company is worth far more than the visible capital. In this way, people are an important source of sustainable competitive advantage. The development of a sustainable competitive advantage of a hotel is directly correlated with resources and capacities, especially the business potential of management teams composed of their knowledge, skills, inventiveness, leadership abilities and other elements necessary to deal with changes and produce measurable results.

Edwinsson and Malone (1997) believes that there is a new commercial reality that is called a knowledge economy that changes the current concept of values. If the organization strives for success, it is necessary to create a recipe of knowledge in order to have sustainable development. According to him, intellectual capital is the future of all activities and that only through it can we measure the potential energy of an organization. Without investment in intellectual capital, there is no innovation, nor development of the hotel industry.

3. Description of the hotel industry in Macedonia

The tourist offer is a complex category composed of numerous elements that directly or indirectly affect the quality of

services. Here, the direct receptive factors as the most characteristic are: hotel industry, restaurant, trade, traffic, crafts, travel agencies as a mediator, etc. While the indirect factors of the tourist offer are: public facilities, water and electricity supply, parks, etc. Hence, it is understandable why the tourist offer is said to constitute the basis for the development of tourism.

Macedonia has a relatively well-developed hotel accommodation offer. As of 16.01.2018, a total of 140 hotels from all categories were registered, Table 1.

Table 1. Structure of the hotels in Macedonia until 16.01.2018.

Type of hotel	Number	%
Superior hotel with 5*	9	6,4
Hotel with 5*	3	2,1
Superior hotel with 4*	10	7,1
Hotel with 4*	46	32,9
Superior hotel with 3*	10	7,1
Hotel with 3*	36	25,7
Superior hotel with 2*	10	7,1
Hotel with 2*	14	10
Hotel with 1*	2	1,4
Total	140	

Source: Ministry of Economy, Sector for Tourism and Catering, Review of categorized hotels

Table 1 shows that the most numerous are four-star hotels (32.9%), and the least numerous are five-star hotels (2.1%). Since 2013, the new Rulebook on the categorization of hotels came into force according to which, a number of hotels received an extra star as a result of the improved standards, and thus gained the designation of a superior hotel in its ranking. The obtained categorization solutions are valid for three years.

As a result of the increase in the volume of hotel accommodation capacities, the number of hotel rooms and beds is increasing. The

existing accommodation tourist offer of Macedonia is diverse and covers all types of basic and additional facilities that provide services for accommodation and stay. Thus, as of December 2017, out of 28.305 rooms and 73.168 beds registered in all catering facilities, hotels with three, four and five stars participate with 6.777 rooms (24%) and 14.521 beds (19.8%).

Table 2 shows the dynamics of the growth of

hotel rooms and beds in the period 2015-2017. It is noticeable that the total number of hotel rooms with three, four and five stars has increased by 14.4%, i.e. from 5.802 rooms in 2015, to 6.777 rooms in 2017. At the same time, an increase of 14.7% exists in the total number of hotel beds (Table 3), i.e. of 12.390 beds in 2015, rose to 14.521 beds in 2017.

Table 2. Number of hotel rooms with three, four and five stars in Macedonia according to the structure, 2015-2017. Source: State statistical office (2017).

Number of hotel rooms in different accommodating objects in Macedonia according to the structure 2015-2017						
	2015	2016		2016	2017	
	Rooms		%	Rooms		%
Hotels *****	1258	1338	6%	1338	1455	9%
Hotels ****	2588	3005	16%	3005	3321	11%
Hotels ***	1956	2030	4%	2030	2001	-1%

Table 3. Number of hotel beds in different accommodating objects in Macedonia according to the structure, 2015-2017. Source: State statistical office (2017).

Number of hotel beds in different accommodating object in Macedonia according to the structure, 2015-2017						
	2015	2016		2016	2017	
	Beds		%	Beds		%
Hotels *****	2513	2739	9%	2739	2867	5%
Hotels ****	5363	6323	18%	6323	6964	10%
Hotels ***	4514	4657	3%	4657	4690	1%

4. Methods in the research

The research uses qualitative and quantitative methods. The qualitative approach includes a review of literature on many publications that generally deal with the issue of a total quality management system and its application in practice.

The quantitative approach consisted of an electronic survey designed for hotel managers with three, four and five stars. The survey was conducted in the period March-April 2018, with a reminder of every irresponsible questionnaire sent on a weekly

basis.

The sample is made according to the list obtained from the Sector for Tourism and Catering within the Ministry of Economy (Table 4). In addition, more than half of the hotels identified for the survey have four stars (48.9%), more than a third have three stars (38.3%), while only 12.8% have five stars.

Table 4. Sample in the survey

Type of hotel	Number	%
Hotel with 5*	12	12,8
Hotel with 4*	46	48,9
Hotel with 3*	36	38,3
Total	94	100

Source: Government of the Republic of Macedonia,
Ministry of Economy, Sector for Tourism and Catering.
Note: Data as of May 2018.

Although the survey was ambitious and involved a total of 94 hotel managers with three, four and five stars, only 37 of them responded to the electronic survey. The distribution of responses by type of hotel is visually presented in Table 5. The obtained response rate of 39.4% is relatively high taking into consideration the fact given that it is an electronic survey where, due to lack of personal contact, the percentage of answers usually ranges between the 16- 25% (Bohdanowicz 2005a; Medina-Munoz Garcia-Falcon 2000).

Table 5. Distribution of answers by type of hotel in percentages

Type of hotel	Number	%
Hotel with 5*	10	27
Hotel with 4*	17	46
Hotel with 3*	10	27
Total	37	100

The electronic survey consists of a questionnaire structured in four parts:

Part I: General data (open questions based on the type of hotel, years of operation, number of employees, categorization, etc.);

Part II: Pillars from the house of quality. The House of Quality is held by four subsystems: internal standardization, methods and techniques of quality, education and motivation and cost-benefit analysis, at the top of which is top management, and basically is measuring, evaluating, analyzing and comparing quality / poor quality thirty-five questions related to the application of the quality system in companies). The second part of the research should determine the "age", that is, the development of the hotel capacities on the pillars of the house of quality (from a young and underdeveloped system to a mature and developed system).

Part III: Indicators for obtaining a European Quality Award (sixty questions for measuring indicators). The current situation was analyzed through the criteria for obtaining the European Quality Award: leadership, policy and strategy, employee management, resources, processes, consumer satisfaction, employee satisfaction, company impact, business results and how much is invested in innovation. Through these criteria, it was assessed where were Macedonian hotels if they were competing for the European Quality Award.

Part IV: Managerial assessment (twenty-two questions for measuring the managers' estimates of the advantage and limitations in the implementation of the total quality management system).

The questions from the second part of the questionnaire determined the degree of implementation of the quality system in the hotel industry. The goal is to identify whether higher-ranking hotels use the same or different practices when designing and implementing a quality system, compared to lower-rated hotels. The survey should determine the deviations of the TQM subsystems (Total Quality Management) system through the symptoms of the "quality" of the quality system, that is, the application of the four pillars of the house of quality: internal standardization, methods and techniques of quality, education and motivation, and cost-benefit analysis.

The questionnaire consisted of one type of questions: Answers according to the 5-scale Likert scale (where 1 = no, do not plan activities at all, and 5 = have implemented). Thus, in the interpretation of the mean values of the results, in the quantification of the influence factor, the following scheme was applied: 1.00-1.80 (no, they do not plan activities at all); 1.81-2.60 (activities are planned); 2.61-3.40 (in the initial phase); 3.41-4.20 (advanced); and 4.21-5.00 (have implemented).

5. Results and discussion

The questions from the second part of the questionnaire were intended to determine the current degree of application of the total quality management system. The House of Quality is held by four subsystems: internal standardization, methods and techniques of quality, education and motivation, and cost-benefit analysis. Due to the scope of the research, in this paper are given the results regarding the application of the system of education and motivation of employees

through continuous learning and quality assurance. The intention was to identify whether the higher-ranking hotels applied the same or different practices in the lifelong learning process, compared to the lower-ranked hotels. Table 6 presents the aggregate results obtained from the answers to the questions from the second part of the questionnaire concerning the indicators for assessing the management of the systems for education and motivation of the hotel employees.

Table 6. Indicators for assessing the level of implementation of the system of education and motivation in hotels

Indicators for assessing the level of implementation of the system of education and motivation in hotels	Hotels with 3*	Hotels with 4*	Hotels with 5*	Total
	Average grade	Average grade	Average grade	Average grade
The work potential corresponds to the needs of hotel facilities	2,6	3,4	4,1	3,4
The educational structure of the employees corresponds to the needs of the hotel	2,4	3,3	3,8	3,2
There are trainings for acquiring additional knowledge among the employees	2,3	3,3	3,5	3,0
Consultancy services are used to acquire knowledge among employees	2,2	3,2	3,8	3,1
They make an assessment of whether employees have the knowledge, skills, and ability to respond to their assigned tasks	2,6	3,1	4,7	3,5
There is a policy for rewarding employees	2,4	2,4	2,5	2,4
There are house rules for employees	2,7	4,1	4,4	3,7
Employee satisfaction is assessed through anonymous questionnaires	1,9	2,7	2,8	2,5
Arithmetic mean of values	2,4	3,2	3,7	3,1

The impact factor is presented visually with color according to the following legend:

1.00-1.80 (no, do not plan at all)	1.81-2.60 (do plan activities)	2.61-3.40 (are at the initial phase)	3.41-4.20 (are in an advanced phase)	4.21-5.00 (have implemented)
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In general, the survey concluded that the surveyed hotels have different views regarding the investigated issues. Among the surveyed hotels there are relatively new hotels that exist only five years on the tourist market, but also well-positioned hotels with over fifteen years of working experience.

From Table 6, it is noted that in general, the assessment indicators for the management of the system of education and motivation of the employees are assessed with a medium influence factor.

Thus, hotel managers in Macedonia estimate that the working potential (3.4 average) and

their educational structure (3.2 mean value) corresponds to the needs of the hotel capacities which shows a low influence factor; have trainings for acquiring additional knowledge among employees (3.0 average value) indicating that they are at an early stage; use consulting services for acquiring knowledge among employees (3.1 average value - in the initial phase); make an assessment of whether the employees have the knowledge, skills and ability to respond to the tasks (3.5 average - advanced); They have a rulebook on rewarding employees (2.4 average - they are in the initial phase i.e. plan activities); have house rules for employees (3.7 high value - are advanced); they evaluate employee satisfaction through anonymous questionnaires (2.5 mean - at an initial stage, which means planning activities).

Table 6 shows that there is a small number of indicators where the implementation of the system for education and motivation of employees is low, and this is related to the issues of designing and implementation of the employee rewarding policy (2.4 average - initial phase) and assessment of employee satisfaction through anonymous questionnaires (2.5 average - initial phase) which indicators show that hotels plan activities related to the implementation of these systems.

Also, the total factor of influence with value 3, 1 at the level of all three categories of hotels from the surveyed shows that they all plan and are in the initial phase regarding the design and implementation of the system for lifelong learning and motivation of the employees. In addition to the survey surveys, most of the trainings are realized by the hotels themselves, to enable additional qualification or re-qualification of the

employees. The need for raising the qualification level of employees is especially important in terms of investing in modern technology. Macedonian experience shows the necessity of continuous training of the immediate workers, and in particular training on programs that meet the requirements of the EU. Namely, it can be noted that five-star hotels show significant care in relation to issues related to lifelong learning and the design and implementation of the motivation system (3.5 average - advanced). If the hotel strives for success, it is necessary to create a recipe of knowledge in order to have sustainable development. While four-star hotels are at an initial stage, it is not the case with lower-rated three-star hotels. Three-star hotels make the initial steps in the direction of developing human potential along with the organizational culture which means a greater value than visible capital for them in future.

In this way, employees will be an important source for a sustainable competitive advantage. The concern of top management to employees is related to the introduction and certification of the quality system according to the ISO 9001:2015 standard, which means that the hotels have knowledge of the quality values and are able to manage it. There is a firm determination of the top quality management, there is a definition of the organizational structure, there is documentation for the quality system, and there are trained people. Our investigations have shown that hotels that have only formally certified a product / service quality assurance system do not meet the requirements of ISO standards and do not benefit from a formal certified quality system.

The same conclusion is reached on the basis

of the issue of efficient cooperation with scientific research, university and other educational institutions in recent years, as well as for using consultant assistance for improving the knowledge of the employees. The survey showed that cooperation is not only weak (only 3.1 average), but also those with a degree of cooperation is low or intermediate. This is largely a consequence of the lack of reference to the hotels for the services offered by these organizations and programs. Moreover, the conclusions indicate that the higher the hotel is, the perception of the organized learning of all employees as an integral part of the process of total quality management becomes a key factor, as if new techniques and methods are not being studied, there is no possibility for progress and development.

It is noticeable that five-star hotels show the most significant concern in terms of the hotel rules of the hotels (in average 3.7 mean that they are in advanced phase) in contrast to hotels with three and four stars.

The lack of a rewarding policy for employees or it is in the planning phase (2.4 average value) is present in all three categories of hotels. This situation creates de-motivation, dissatisfaction of the employees from the operation, and the consequences from this are the poor business results of the hotels. Managers do not invest in the working potential that needs to be developed, and if they invest in it, good results can be expected.

Research shows a lack of assessment of employee satisfaction/ dissatisfaction through anonymous questionnaires (2.5 averages) in all three categories of hotels. In the era of knowledge, more and more time is devoted to measuring employee satisfaction and revealing the degree of motivation.

Satisfied collaborators tend toward improvement, that is, an effort to increase the quality of products / services at a higher level. A key factor in this is the material and instrumental equipment at the workplace, in particular the information and communication links that are a factor for the effectiveness and efficiency of business processes. In order to manage the employees well, it is necessary to have an effective dialogue with them and to have loyalty from the employees towards the hotel. It is worrying about the informal data (from direct contacts with employees) that there is partial loyalty by employees towards the hotel due to the lack of effort by managers to build clear, consistent and honest relationships with employees, as well as to have an unambiguous attitude towards the work, which is the basis for establishing trust in business relations. The hotels are aware of the role and significance of the motivation and the satisfaction of the employees on the efficiency of the operation.

6. Conclusion

The research seeks to identify approaches under which Macedonian hotels will become more competitive on the global market. From the obtained data, Macedonian hotels have not yet realized the necessity of improving the knowledge of the employees as a source of competitiveness, a condition for market survival and a drive for further development. In Macedonian hotels that are not trained for learning and who lag behind in the technological level, the style of management, innovation and product / service quality, business and culture of employees, **learning to improve quality must be introduced**. Standardization of the

work and the introduction of a quality system is not a guarantee of the success of hotels in itself. Top management of hotels must find a way to motivate employees to do their job efficiently and to preserve their initiative and commitment to work. No matter how perfect the organization is, its activities can be counterproductive if all employees are poorly motivated.

The organized learning of the hotel industry is an integral part of the process of total quality management, as if no new techniques and methods are being studied, there is no possibility for progress and development. All of this requires additional effort on the basis of strong leadership and participation of all employees (willingness to cooperate and team work, which does not stifle creativity and individualism). In Macedonian hotels, only a handful of people deal with marketing activities and have direct contacts with customers / users.

Creating a marketing team in each hotel is a necessity for survival on the market, since it will enable turning marketing - the information into measurable indicators and standards. In this way, the development of these indicators and standards will allow measuring and monitoring the quality of services, achieving an acceptable level of quality in all sectors, removing complaints, objections and mistakes. This reduces the need for special control of every job and reduces the costs for that purpose.

The training of top management in the world, as well as acquiring additional knowledge about proactive action in large part will affect the success of Macedonian hotels. The new management system based on the TQM strategy requires much less money and time, and may have the same or

greater effects of large investment in equipment.

From the results obtained from the individual responses when analyzing the Macedonian companies for their efficient cooperation with the scientific and research, university and other educational institutions, in recent years it has been shown that not only is it weak (only 3.0 average), but also those who have some degree of cooperation is low or medium developed. This is largely a consequence of the lack of reference to the hotels for the services offered by these organizations and programs.

The connection of hotels with scientific institutions and consulting firms will allow carrying out know-how, to acquire basic knowledge, which includes education and training for high quality and efficient implementation in the overall business and production practice. The necessity of building a good quality system and applying the TQM strategy in the Macedonian hotels will be realized only through building a system of motivation as an integral part of the house of quality, which will mean: the totality of motivating factors, as well as measures for incentives and strategies will be planned and systematically incorporated in the work and organizational activities, in order to motivate the employees. But in order to achieve this, top management must:

- attract and retain the best quality people;
- ensure quality realization of the tasks undertaken;
- encourage creativity and innovation, which will result in fast and quality solutions to problems;
- provide identification of the employees of the hotel and their engagement in its continuous development.

Based on the results of the survey, there are recommendations that the managers of the hotels in Macedonia should focus on the new approach to quality which requires new activities in the field of education of the employees, introduction of standardization of all processes, introduction of statistical process control due to defective operation, and a new approach in cost analysis. Participation of employees in all the functions of the hotel is very important, and the creative energy of the Macedonian citizens who take part in the work in case of mobilization should also be taken into

consideration. What the developing countries are facing is to find and identify those parts of their own tradition, history and culture that can be used in building management. All this requires a scientific, methodological, planning approach, as well as determination and systematic advance.

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