

MANAGEMENT STYLE IN TOURISM

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Abstract

*Every manager of a tourism company approached his/her employees with a certain management style. His/her aim was to influence employees in a way that would make them show the best performance of their assignments in order to achieve the company's goals. **The major objective of this work** was to clarify the contents implied in the concept of management style, to study the various types of management styles and to make a research on the management styles implemented in the Bulgarian tourism companies. **The major research methods** used in this work were the method of analysis and synthesis, the method of comparison, and the inquiry research method.*

Key words: Management Style, Tourism Company, Manager

JEL Classification code: M10 and L830

Introduction

Management is a process by which the manager can influence the employees in order to receive a response and result and to secure the performance of individual or group tasks and the achievement of particular goals. These goals should not be one-sidedly understood as preliminary directions. Management means also employees' cooperation at company goal-setting. But employees should be prepared, motivated for common thinking and cooperation with the tourism company. Therefore „the management should be aimed at the achievement of the company goal and people's satisfaction with work.” (Zahareiv (1999) Actually if the manager is obliged to provoke in employees the willful behaviour desired, one of the way to do that is to skillfully use a system of stimuli, the mechanism of influence of which is based on the employees' aspiration to satisfy their varied needs.

„Governance is an essential element of the efficient management.” (Plachkova et al (2008) In tourism companies it is implemented by the managers – formal and informal.

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The efficiency of manager's work can be judged by the degree of his/her influence on the others. The manager involves his/her employees to take part depending on the situation, and collaborators' eligibility and capability. It is known that the number of people who can be subordinated to a manager depends on:

His/her skills to manage and delegate;

The type of work he/she has to deal with;

The nature of functions (size, scale, significance, etc.)

The goal of the manager in the tourism company is to influence the others in a way making them perform the work assigned in order to secure the achievement of the company objectives.

Management style

In scholarly literature the terms „management style” and „governance style” are often used as synonyms. Based on the different contents of the concepts of „management” and „governance” and studying the governance process as a part of the management one, some authors make a differentiation between the management style and the governance style. (Hristov (1999), (Plachkova et al (2008) „If it is assumed that the management style generally is: **how** (by what kinds of methods and means) a respective management process is performed by **someone(s)**, then the governance style is: **how** (by what kinds of methods and means) governance (i.e. choice of decisions affecting people, most commonly a part of the staff members of the respective organizational unit, but sometimes even all the members of the staff and the influence on people with a view of their realization) is performed by **someone(s)**.” (Hristov (1999)

Hence decision making with regard to the number of waiters to be laid off is a task of the management, while the selection of the particular persons to be discharged is a task of the governance. In conclusion it can be summarized that the governance is an activity for influencing the employees' behaviour, so the governance style characterizes the manner of this influence.

Taking into consideration the circumstance that the governance is a part of management, the specialized literature does not outline the difference between management style and governance style. So when the management style is mentioned the governance style is inevitably concerned, too. In this article the term “management style” shall be used. Every manager in a tourism company shows his/her own governance-related behaviour with regard to employees, his/her management style. This style is a characteristic feature demonstrating the peculiarities of the manager's activities. „The management style is the aggregate of methods, means and manners of management,”² which characterizes the specificities of the practical activities of the leader in the company, his/her individual manner of management. „It is the form in which the staff (human resources) management is implemented with a view to the establishment of a particular behaviour aiming at the achievement of the organizational goals.” (Paleshutki (1999) Or, the management style is the way in which a manager attempts at influencing his/her employees.

² Paleshutki K., Management of medium and large companies, Blagoevgrad, 1999, p.327

Types of management styles

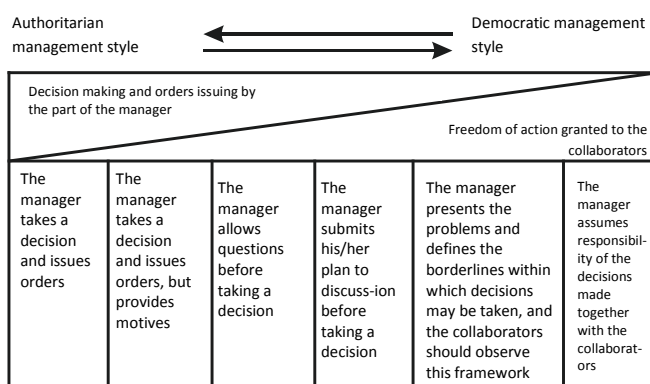
Treating the terms of management style and governance style as synonyms with regard to contents the specialized literature provides a series of classifications. (Hristov (1999), Paleshutski (1999), Plachkova et al (2008), Andreeva (1996), Vladimirova (1998), Zahareiv et al (1997), Blace et al (1985), Hersey et al (1988)). The issue of the appropriate management style is largely disputed and therefore we shall review in details the different types of styles.

Authoritarian style. The manager intervenes very often in work; the employees have purely performing activities. They are given directions by their immediate supervisor and they should observe them. And this is a matter of proper understanding, not of cooperation or independent thinking. There is a clearly outlined distance with regard to the subordinates. Employees' behaviour is being influenced through forcing, despotism and destructive criticism. This management style regards people as a resource that should be linked to other resources as efficiently as possible. Individuality is oppressed. The tasks are performed because this is the will of the manager. In the absence of control no work is done.

The authoritarian style is determined as directorial and directive style, as it is characterized mainly by: division, decision making, performance; restricted contacts with employees; status symbols and information restrictions.

The major disadvantages of the authoritarian style are: depends on individuals; risk decisions are taken, and absence of future management cadres. The advantages of this style are: quick decision making, clear relationships and benefits for particular employees.

Figure 1. Authoritarian and democratic management styles.



Source: Zahariev E., *Corporate Management*, V. Tarnovo, 1999, p.401

Democratic style. The manager intervenes more rarely in the work of employees, and in the presence of convincing arguments shows compliance. Innovations and non-traditional solution are stimulated. Conditions for in-company competition, ingenuity and creativity in problem solving are established. The major means to make employees exert maximum efforts is the stimulation system, not the control of fear of punishment. In the absence of

control work continues. This style appreciates people as the most essential condition for the company success. The manager strives to contribute to revealing employees' capabilities and to allow freedom of action within the framework of the functions performed. Motivation, ability to take decision and assume responsibility are characteristic of employees.

Based on the representations herein it can be summarized that apart from the provision of better relationships between managers and subordinates the democratic management style gives the subordinates better opportunities of manifestation, and this is closely related to their greater motivation.

Liberal style. This management style is similar to the democratic one and the degree of employees' independence in actions and decisions is more expressed. It is the most appropriate management style for the companies of innovative orientation, in which the employees' educational level and the nature of business require freedom of actions. The liberal style is bound up with the danger of development of anarchy at an insufficient level of conscious motivation of employees.

Cooperative style. This management style is defined as participative, democratic and non-directive, as it features an active participation of employees, discussion among employees instead of issue of orders, and the control from someone else becomes a self-control. It is developed in the modern management of the companies and is applied with different management models, and namely:

Management through agreement for the purposes of the so-called Management by Objectives;

Management by Delegation;

Management by Motivation.

It must be noted that all these varieties of the cooperative style have something in common – the management of the company in terms of „goal-setting, planning, organization, implementation and control” is more or less shifted into the sphere of discussion and influence of employees. Here the employee becomes a „real collaborator”, as he/she takes part in the decision-making process and respectively is able to grow.

Its major advantages are: identification of problems; joy with studying; improvement of qualifications; development of future leading staff and relief of the manager. The disadvantages can be the slower decision making and the overloading of some employees which can affect badly people of fragile character.

Paternal style. This is a positive amendment of the authoritarian style of management. It is typical for Japan and is related to the system of paternalism. The manager plays a dominant and yet paternal role and is looking for a closer contact with his/her employees. In general, it is the manager who takes the decision but giving the orders in a tone that is not imperative, and sounds kindly. The major characteristics of the paternal government style are:

Authority of the father of the family;

Exercise of domination;

Allowing only the subordinates;

Loyalty to collaborators and obligations to assure their security and well-being.

Charismatic style (by vocation). It is characterized by an air of individualism, self-control in exclusive, dangerous situations and absence of an obligation of cares or patronage.

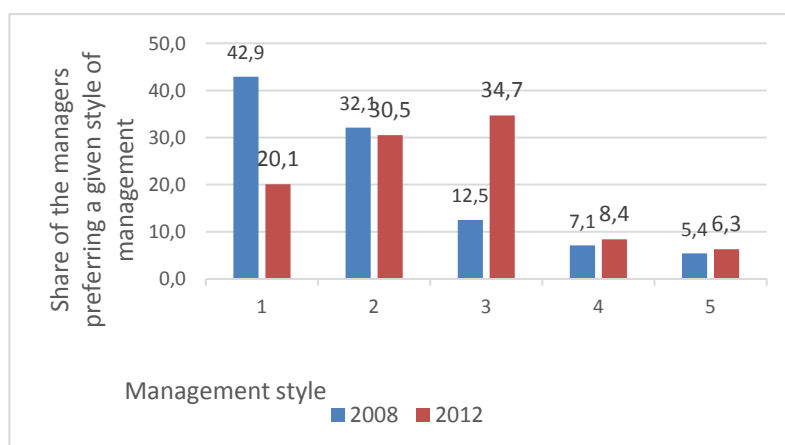
Autocratic (despotic) style. Typically the institution comes to the fore, the decision making is in the hands of only one person; hierarchical, the decision making and its implementation are separated processes.

Bureaucratic style. Its major distinctive features are: absence of a leading person, guidance by laws or rules; provision for the whole life; non-business formalism.

Studying the management style in the Bulgarian tourism companies

In order to trace the dynamics of application of the various management styles in the tourism companies in Southwest Bulgaria the author carried out an inquiry research in the period 2008- 2012. It covered 100 companies conducting business in the field of hotel and restaurant keeping and tour operator's services in the Southwest Bulgarian towns of Blagoevgrad, Sandanski, Bansko, Razlog and Gotse Delchev. The obtained results are shown on Figure 2.

Figure 2. Dynamics of preferences of various management styles demonstrated by the managers of the tourism companies in Southwest Bulgaria for the period 2008 - 2012 in percentages.



Source: Author's systematization

Note: 1- authoritarian style, 2- democratic style, 3 – cooperative style, 4- liberal style, 5- some other management style.

The presented results give grounds to draw the conclusion that the authoritarian style is currently not effective and more than 20% of the tourism companies' managers have changed their positions in regard to its implementation. This is a result also from the fact that this management style is characterized by disrespect for personality and professionalism, no personal collaboration and independent thinking are allowed. In some of the questioned tourism companies this situation has brought the greater part of employees (98%) to disappointment. The democratic style has almost retained its positions throughout the period of research, and the share of the cooperative management style has

increased, in year 2012 leaving behind all the management styles studied. This shows that, first, the strength-gaining competition makes the tourism company turn to strategic management, and, second, that the companies in tourism industry need to rationalize their activities subject to the general idea and the active participation by the part of employees in the decision-making process. The data on figure 1 show that the liberal and the rest styles of management are rarely used in the management practice of the Bulgarian tourism companies. The results obtained make it obvious that they have encountered no substantial changes throughout the period studied.

Conclusion

Based on the representations hereinabove a conclusion can be drawn that efficiency of activities of the tourism companies in Bulgaria is achieved in the cases when the manager is open to his/her subordinates and has a positive attitude toward the opinions and recommendations they give. Focusing the attention onto the subject of activities results in poor productivity and provokes in-company conflicts, as a consequence from the built-up pressure. Tourism company manager's behaviour is defined not only by the four management styles studied. The managers have to be flexible and to stimulate every positive deed, every sign of positive development of his/her subordinates and this way to contribute to the full manifestation of the capabilities of every employee. Multiple researches have undoubtedly proven that there is no such management style that is universally applicable to every situation and towards all the people. It is very important for the managers in the tourism industry to find the right management style.

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