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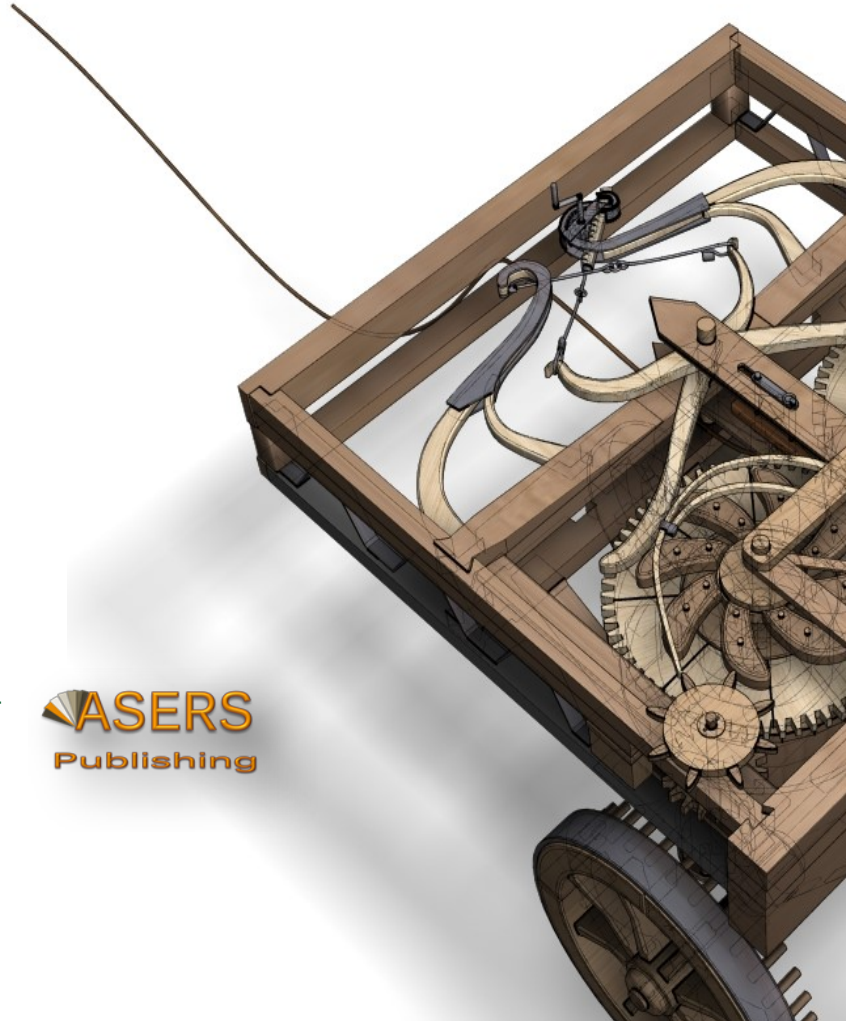


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Call for Papers

Winter Issues 2023

Journal of Environmental Management and Tourism

Journal of Environmental Management and Tourism is an open access, peer-reviewed interdisciplinary research journal, aimed to publish articles and original research papers that contribute to the development of both experimental and theoretical nature in the field of Environmental Management and Tourism Sciences. The Journal publishes original research and seeks to cover a wide range of topics regarding environmental management and engineering, environmental management and health, environmental chemistry, environmental protection technologies (water, air, soil), pollution reduction at source and waste minimization, energy and environment, modelling, simulation and optimization for environmental protection; environmental biotechnology, environmental education and sustainable development, environmental strategies and policies.

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The Linkage between Modern HR Management and Activities to Improve Performance in Tourism Development Trends in the Republic of Kosovo

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Abstract: The intention of this research is to expand process leaders' contributions leveraging modern human resources procedures and practices for the advancement of the performance of tourist enterprises in the field of Kosovar tourism. Determining and measuring the variables with the greatest impact and those with the least impact is one of the determinants of the level of staff performance in the tourism sector. The results show that relationships in the coordination of management actions have a favorable impact on raising the bar for work outcomes and accomplishments as well as the growth of these human resources in Kosovar businesses. Human resources from Kosovar tourism enterprises should be considered a strategic development partner. As a result of the implementation of the methods and processes of the development of the successful global employee, the satisfaction of visitors and tourists with the products and services offered is also confirmed. This scientific research will serve as a good scientific reference base for tourism enterprises, the managers of these enterprises as well as the levels of policy-making at both the central and regional, that the recognition of influencing factors and the implementation of contemporary management methods, yet, forcefully encourages the productivity and advancement of staff.

Keywords: tourism development; management; human resources; performance; touristic organization.

JEL Classification: M12; O15; Z32; R11.

Introduction

Based on information from the Kosovo Agency for Statistics (ASK, 2022), The Republic of Kosovo covers 10,905.25 km². It is situated in South-Eastern Europe, surrounded by Macedonia to the south, Montenegro to the north, Serbia to the east, and Albania to the west. The area is bounded by the longitudes 19° 59' and 21° 47' and latitudes 41° 51' and 43° 16'. Different elevations may be found in the Republic of Kosovo's land. The Drini i Bardh river valley, on Kosovo's border with Albania, has the lowest point in the country at 270 meters above sea level, and Gjeravic, in the west of Kosovo, has the highest point at 2,656 meters. The river basins that are used to characterize Kosovo's the field of hydrography include the Ibri, Morava e Binçs Lepeneci and Drini i Bardh. The country's rivers supply water to three sea catchments: the Black Sea, the Mediterranean, and the waters of the Aegean Sea. The climate of the youngest state on the old continent is mainly continental, with Mediterranean and continental influences, resulting in warm summers and frigid winters (Inside the country, the average temperature ranges from +30 °C in summertime to -10 °C in the winter months (ASK, 2022).

In the area of developing human resources, the Republic of Kosovo is doing quite well two decades after the conflict., and all this is supported by other researchers who define the human factor, as presented by (Krasniqi B. A. 2012) Kosovo is the country in Europe with the youngest population, with 70% of the inhabitants under the age of 35., making it one of the most competitive in the region. Entrepreneurs are believed to be more concerned with environmental restrictions on the outside than internal characteristics like management abilities

(BSC-Kosovo, 2021). The travel and hospitality industry in Kosovo has to improve on a number of fronts, including professional preparedness. The national educational system has to be designed and coordinated, with the help of public and private educational institutions, local tourism-related agencies, associations, and incentives from the hotel and tourist industry. A good understanding of the contemporary tourism and hospitality sector, developments, and trends within the specific industry must be provided via educational programs, which must be continuously modified and developed in this manner (Gjonbalaj, 2023). It is necessary to establish regional training centers for hotel and tourism staff in order to support labor market demands. These centers' goals would be to: develop and improve qualifications and align them with labor market demands; monitor, assess, and examine regional labor market demands for knowledge and skills in the field of tourism and hospitality management; modify existing programs and develop new training initiatives. From this perspective, educational institutions should teach their staff not only how to master modern knowledge but also how to cultivate critical thinking abilities and the ability to deliver excellent services, which are only a few requirements to meet the demands of the international tourist business (Gjonbalaj, 2023).

The genuine management of human resources applying contemporary methods means all activities and actions that have to do with people in that organization or institution. Of course, here the strategies, principles, decisions, and actions are implemented in a chain manner with the sole purpose of managing these resources towards the highest results. Relationships and the ability to relate that these activities will result in favorable or unfavorable outcomes, both for the organization and for their employees. Kosovar tourism enterprises should review the roles and influences of employees as John Stredwick has presented in the book *An Introduction to Human Resource Management*, that the economic and business contest should also be tested where the duties and descriptions that will clarify the role will be discussed. of employees in their enterprises In reality, the bulk of annual reports for businesses plainly state that their people are their most significant asset. Nevertheless, many organizational decisions appear to place a low priority on the company's human resources as well as the (HR) department, despite these widely held beliefs and all-too-often expressed statements (Barney and Wright 1998). By concentrating on resources, from opportunity recognition to the ability to organize these resources into a business and finally to the generation of varied outputs through the firm that are superior to the market, we help in identifying problems that start to address the specific area of entrepreneurship (Busenitz, A., and Lowell. 2001).

1. Literature Review

The tourism and hospitality sector is regarded by many authors, as emphasized by Bowen, as one of the industries with the highest reliance on human labor for the delivery of services. The premise that the best process innovation ideas originate from individuals who are actively executing the work is the foundation for the crucial importance of employees' engagement in an organization's quality process (Bowen D. 2023). The HRM practices that encourage a service-oriented environment and provide customers access to the role clarity, capability, and motivation they need to engage in the creation and delivery of services are, of course, among the most crucial considerations (Bowen D. E. 1986). As a supporting fact, the utilization of a cross-functional team can enhance sub-unit coordination, enabling project work to be completed in parallel rather than sequentially, and eliminate delays brought on by the failure to integrate the essential information from across the company as they have potentiated it (David Caldwell and Deborah Ancona 2007).

The characteristics of human resource management are very important in relation to performance appraisal and evaluation decisions from different aspects. There is no doubt that education and managerial preparation are extremely supportive in these processes.

Decisions require both subjective and objective managerial traits. The results offer evidence for the habituation and reasonable expectations effects, as well as the manager's training and exposure to other cultures, in relation to the strategic choice paradigm and behavioral economics (Besnik Krasniqi 2018).

Based on the concept of a successful start-up in Kosovo, an entrepreneurial approach is needed, as the authors mentioned below: For companies, it is essential to have a knowledge of the entrepreneurial intention variables that draw managers to entrepreneurship (Krasniqi, Berisha and Pula 2019).

According to the authors mentioned below, empirical research demonstrates a positive correlation between managers' attitudes about innovation as a basis and prerequisite for reaching goals and achieving performance. (Damanpour 1991; Murphy, Trailer, and Hill 1996; Harris 2001; Cho and Pucik 2005.; Landry 2005)

Organizational involvement of managers facilitates the entire process, as the authors have noted. The owners and operators of Kosovar tourist businesses must effectively execute all of this (Memaj, Sejfiqaj, and Shehu, 2019)

Other significant areas of management research include leadership theory (see Bass and Bass 2008) and motivation theory (Latham, 2012). These theories suggest that managerial interventions affect employees' attitudes, which in turn affects both the organizational and individual performance. Herzberg and Bass also note the importance of these theories (Memaj, Sejfičaj and Shehu, 2019). Empowerment was defined as a higher level of internal motivation of office or commitment and internal engagement in a task using Thomas and Velthouse's four assessments of a task: impact, competence, comprehension, and choice. As they offer positive evaluations for these four aspects of the job, an employee will feel more internally motivated and empowered (Thomas and Velthouse, 1990).

Workers are empowered by their leaders when they have faith in their abilities and are given the resources they need to succeed in their jobs. Employee empowerment aims to replace micromanaging by granting employees the liberty they need to thrive and the support they need to feel confident taking chances as they advance during their careers. When leaders use influence in their strategies or behaviors, followers are said to feel more empowered, according to Mathieu, Rapp, Ahearne (2005), and Arnold *et al.* (2000) and who developed intricate definitions of the term (Pinghao Ye and Liqiong Liu, 2022).

The last three decades have seen the rise of empowerment treatments and practices as significant strategies for encouraging positive attitudes and behaviors among staff members. These techniques produce organizational designs that promote self-leadership, autonomy, and the delegation of responsibility and power (Amundsen and Martinsen, 2015).

According to Cynthia *et al.* (2015) a structural turnover intention model with work satisfaction, organizational commitment, and supervisory conduct (including person- and task-oriented characteristics). The study also seeks to assess how much this kind of approach proves successful for businesses that are big as well as small and medium-sized firms (Mathieu *et al.*, 2016).

To ascertain if corporate culture and justice ideals have an impact on the link between supervisor empowerment management methods and employee empowerment behavior, the authors Cacciatore, G., Boudrias, J.-S., Plunier, P., Morin, A., Brunet, L., J. S., and Savoie, A (2010) discovered that when views of organizational supportive surroundings and justice were stronger, those actions were more positively linked to behavioral empowerment. (Boudrias *et al.*, 2010).

The researchers Pilati *et al.* (2021) examined the circumstances in which temporary work partnerships have a favourable impact on work results and how particular personality qualities may influence how different forms of employment may affect employee productivity. The sort of link between an employee's work experience and their demand for status, as a result, has a combined effect on establishing work results (performance and opinion. Conclusions imply that when workers have a high need for rank, temporary (as opposed to regular) job possibilities are more inclined to exercise influence over employee outcomes (Duan *et al.*, 2021).

The study that is supported is also the case of the authors (Lei *et al.*, 2021); it builds and evaluates a multilevel conceptual model that explains how creativity is impacted by genuine leadership through the encouragement of self-efficacy and an inventive team environment. It outlines two routes that true leadership might use to inspire creativity. Another approach focuses on the authentic leadership's ability to balance the relationship between self-worth and individual inventiveness. The first road is an indirect effect through a creative environment on a team basis and self-efficacy on an individual basis.

According to Yishuang Meng (2016), the necessity to establish a values-driven culture increased in the twenty-first century, motivating the workforce to fight and ardently pursue a common vision. This is feasible with strong and inspiring leadership (Wu *et al.*, 2016). This is a factor that Kosovar tourism businesses should take into consideration while determining their requirements for visitor and tourist satisfaction, respectively.

2. Materials and Methods

In order to properly assess the situation in the sector and to accomplish its goals, the design of the research's technique was produced. Secondary and primary data were both used in the study. We contend that the researchers' questionnaire, which was used to collect primary data, yielded conclusions that will help these tourist businesses function better. As well as secondary data from different papers, books, journals, and magazines, hypothesized associations were examined using data gathered through structured questionnaires that were distributed to a sample of 300 tourist businesses in Kosovo.

Entrepreneurs, managers, and their executives were requested to fill out a questionnaire on their opinions.

The statistical techniques of multiple regression analysis, the Durbin-Watson model, tests of effects between individuals, the KMO and Bartlett test, and the research data were examined using factor analysis. In accordance with the author's calculations, tabular data is used to explain how the results should be interpreted.

The sample included in this study is made up of organizations that have HRM procedures in place and a track record of dealing with a range of employee and HRM-related concerns. The following variables are considered when analyzing the performance: specific training, work, team involvement, rankings, productivity level, methods for staff growth, and levels of visitor and tourist satisfaction. A five-point scale is used to rate attitudes and performance based on the aforementioned variables. The conceptual model was put into practice utilizing the aforementioned variables in order to establish the link between the variables and test the hypotheses.

3. Research Methodology

Performance aspects related to training, employee success and satisfaction with the engagement of visitors or tourists will reflect the need for modern management techniques. To comprehend what is happening in the reality of the growth of Kosovo's tourism, public companies and small to medium-sized private businesses are addressed. The theories developed/applied in the aspects of this problem will serve to shed light on the reality of how much Kosovar enterprises are dedicated to the application of 21st century methods.

The subsequent research inquiries are created:

1. Is human resource management a key partner in the growth of tourist organizations?
2. How does HRM now contribute to the success of tourist organizations?

In the spirit of research questions, the following hypotheses are presented:

H0: HRM and employee performance in the tourism industry are positively correlated.

H1: HRM practices and tourism organization performance are positively correlated.

These queries seek to ascertain the HRM practices used in the Republic of Kosovo's tourist industry through reasoning. The constraints and when assessing the result and recommendation, it is important to consider the research's whole context.

The answers to these queries and the findings of the hypothesis tests unequivocally show the significant positive correlations between the variables. The link between the dependent variable's success, development, and employee empowerment and the independent factors is evident: Ranking and assessing performance in light of performance assessment. The model developed from these stable values has, in the authors' estimations, produced a sufficient number of conflicts for improved, professional, and modern administration of human resources in Kosovar tourism firms. The pertinent numbers shown in the tables below serve as clear indicators of how these developmental factors interact.

Table 1. Model Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.440 ^a	.194	.185	.663	1.512
a. Predictors: (Constant), rankin regrading in the performance appraisal relates performance, specific training, employee more responsive is an activity involvement of employee in teamwork.					
b. Dependent Variable: achievement of employee development empowerment					

Source: author calculation

The tabular data in the summary model support the weight of the relevant analysis.

Table 2. ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.361	3	9.787	22.247	.000 ^b
	Residual	122.299	278	.440		
	Total	151.660	281			
a. Dependent Variable: achievement of employee development empowerment						
b. Predictors: rankin regrading in the performance appraisal relates performance, specific training, employee more responsive is an activity involvement of employee in teamwork.						

Source: author calculation

According to the analysis, it is evident that the significance is at the .000 level, where employee growth and accomplishments play a significant role in how well workers perform in the modern human resources management practices used in the Kosovar tourism industry. These values, which vary based on the relevant variable, are shown in the table and each play a different function in accordance with its respective relevance. We may infer from this that, in Kosovar tourist organizations, employee performance and HRM have a strong positive link.

Table 3. Coefficients

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.327	.416		3.193	.002		
	Specific training employee more responsive is an activity	.200	.085	.134	2.345	.020	.884	1.131
	Involvement of employee in teamwork is an activity	.163	.078	.128	2.082	.038	.771	1.297
	Ranking grading in the performance appraisal relates performance	.354	.066	.315	5.345	.000	.836	1.197

a. Dependent Variable: achievement of employee development empowerment

Source: author calculation

The results are presented below in relation to the level of productivity and efficiency attained. Based on these results, it is very clearly documented that Kosovar tourism enterprises should organize relevant training and team-building activities if they want satisfactory results for their businesses. All of these management activities will achieve a high level of productivity and efficiency.

Table 4. Model Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.528 ^a	.278	.271	.494	1.674

a. Predictors: ranking grading in the performance appraisal relates performance, specific training employee more responsive is an activity, involvement of employee in teamwork is an activity

b. Dependent Variable: level of productivity operating efficiency

Table 5. ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.161	3	8.720	35.743	.000 ^b
	Residual	67.825	278	.244		
	Total	93.986	281			

a. Dependent Variable: level of productivity operating efficiency

b. Predictors: ranking grading in the performance appraisal relates performance, specific training employee more responsive is an activity, involvement of employee in teamwork is an activity

Source: author calculation

The fundamental tasks of managing the distinctive resources of this profile of Kosovar firms, it can be concluded from the study provided above, argue the significance of the degree of productivity and operational efficiency. The subsequent findings support hypothesis 2, it asserts that effective human resource management practices and Kosovo's tourism industry success are strongly correlated.

Table 6. Coefficients

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.807	.310		5.839	.000		
	Specific training employee more responsive is an activity	.018	.064	.015	.278	.781	.884	1.131
	Involvement of employee in teamwork is an activity	.196	.058	.194	3.352	.001	.771	1.297

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	Ranking grading in the performance appraisal relates performance	.366	.049	.414	7.428	.000	.836	1.197

a. Dependent Variable: level of productivity operating efficiency

Source: author calculation

The outcomes from this method strongly support the answer to the second study question, according to the tabular data. Kosovar tourism firms should include these procedures into their everyday operations in order to boost output of those who work for them, the effectiveness of their business operations, and consequently the most important aim of visitor or tourist satisfaction.

Table 7. Model Explanation

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.485 ^a	.236	.227	.437	1.876

a. Predictors: ranking grading in the performance appraisal relates performance, specific training employee more responsive is an activity, involvement of employee in teamwork

b. Dependent Variable: achievement of costumer satisfaction

The analysis's findings indicate a high degree of significance for ensuring the happiness of travelers who frequent certain tourist hotspots.

Table 8. ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.370	3	5.457	28.565	.000 ^b
	Residual	53.105	278	.191		
	Total	69.475	281			

a. Dependent Variable: achievement of costumer satisfaction

b. Predictors: ranking grading in the performance appraisal relates performance, specific training employee more responsive is an activity, involvement of employee in teamwork is an activity

Source: author calculation

Table 9. Coefficients

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.217	.274		8.092	.000		
	Specific training employee more responsive is an activity	.145	.056	.144	2.583	.010	.884	1.131
	Involvement of employee in teamwork is an activity	.214	.052	.247	4.134	.000	.771	1.297
	Ranking grading in the performance appraisal relates performance	.194	.044	.256	4.458	.000	.836	1.197

a. Dependent Variable: Achievement of costumer satisfaction

Source: Author calculation

The findings between the subjects is well supported by the provided indicators, and the acquired results are supported by the Univariate Analysis of Variance. These findings undoubtedly hold a unique significance for tourist businesses that enhance their management processes with modern human resource practices and ideas. The outcomes of the factorial analysis, KMO, and Bartlett's examination are reflected in and guide the further use of cutting-edge human resource management concepts in Kosovar tourism firms. and a guidebook for developing cutting-edge management approaches, as well as a manual for deepening the study of these enterprises.

Table10. KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.627
Bartlett's Test of Sphericity	Approx. Chi-Square	115.411
	df	3
	Sig.	.000

Source: author calculation

The correlation matrix shows very clearly that the level of education, the satisfaction achievements of visitors/tourists and the general level of productivity have the significance of the results presented for Kosovar tourism enterprises.

Table 11. Total Variance

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.755	58.506	58.506	1.755	58.506	58.506
2	.731	24.353	82.858			
3	.514	17.142	100.000			

Extraction Method: Principal Component Analysis.

Source: author calculation

Table 12. Component Matrix

Component Matrix ^a		Component
		1
Level Education		.680
Achievement of costumer satisfaction		.808
Level of productivity operating efficiency		.800

Extraction Method: Principal Component Analysis. a. 1 components extracted.

Source: author calculation

3. Case Studies

Cultural legacies possess unique features and value. Businesses created for the enjoyment of culture must also safeguard it for future generations. The residents in this area should spread knowledge of these ideas. This wealth should surely be made known and displayed in the most creative way imaginable. influencing the development of this Kosovo region by attracting domestic and international visitors to experience these intangible facets of the people' cultural heritage.

This refers to individuals who engage in enticing creative pursuits, produce worthwhile products and services, and oversee the necessary backbone infrastructure for the development, production, and dissemination of cultural activities, goods, and services.

4. Research Results

In accordance with the investigation, it is clear that the relevance is at the .000 level, where employee growth and accomplishments play a significant effect in how well workers function in the contemporary human resources management strategies utilized in the Kosovar tourism business. These values, which change depending on the relevant variable, are listed in the table and each one serves a distinct purpose depending on how relevant it is. This suggests that employee performance and HRM have a strong beneficial relationship in Kosovar tourism firms.

The values appear and each one has a different function based on how pertinent it is and how they alter depending on the relevant variable. This demonstrates a strong positive association between HRM and employee performance in Kosovar tourism businesses.

It is well established that Kosovar tourism businesses should arrange pertinent training and team-building exercises if they want their operations to succeed. Each of these management initiatives will be highly productive and effective.

It can be inferred that the fundamental tasks of managing the specific resources of this profile of Kosovar enterprises indicate the importance of the level of productivity and operational efficiency.

The results that follow provide evidence for hypothesis 2, which states that successful human resource management techniques and Kosovo's tourism business success are closely associated.

The statistics show that the results from this methodology substantially support the response to the second research question. In order to increase employee productivity, operational efficiency, and ultimately the most crucial goal of visitor or tourist happiness, Kosovar tourism businesses should implement these practices into their daily operations.

The offered indicators provide strong support for the findings between the individuals, and the collected results are validated by the Univariate Analysis of Variance. For tourism organizations that improve their management procedures using contemporary human resource methods and ideas, these findings unquestionably have a special value.

The results of the factorial analysis, KMO, and Bartlett's analysis are reflected in and serve as a guide for the continued use of cutting-edge human resource management principles in Kosovar tourism businesses. and a manual for expanding the study of these firms, as well as a guide for creating cutting-edge management strategies.

The correlation matrix makes it abundantly evident that the relevance of the results presented for Kosovar tourism firms is influenced by the degree of education, visitor/tourist satisfaction levels, and overall productivity.

5. Discussions

Kosovo's tourism and hospitality sectors need to develop on a variety of fronts, including employee readiness. Public and private educational institutions, regional tourism-related organizations, associations, and financial incentives from the hotel and tourism sectors must all work together to plan and organize the nation's educational system. Educational programs, which must be regularly adjusted and developed in this way, must provide a solid understanding of the modern tourist and hospitality sector, innovations, and trends within the particular industry.

To meet the demands of the labour market, regional training facilities for hotel and tourist personnel must be established. The objectives of these centres would be to: create and enhance qualifications and match them to labour market demands; monitor, assess, and look into regional labour market demands for knowledge and skills in the field of tourism and hospitality management; modify current programs; and develop new training initiatives. According to this viewpoint, educational institutions should instruct their staff on how to master modern knowledge as well as how to develop critical thinking skills and the capability of providing excellent services, which are just a few necessities to satisfy the demands of the global tourism industry.

All activities and actions within that organization or institution that have to do with people are considered to be part of the true management of human resources using contemporary approaches. Of course, in this case, the management of these resources is the only goal, and all strategies, principles, decisions, and activities are carried out in a chain. Relationships and the capacity to understand how these actions will affect the firm and its people both positively and negatively.

Conclusions and Further Research

The analysis's findings have shown gaps where, in the case of Kosovo, a great deal more empirical research is required. In addition, the research being conducted by the academic staff and students at the 'Haxhi Zeka' University in Peja's Faculty of Tourism will continue.

An essential component of efficient administration of Kosovar tourist enterprises is employee performance management.

Effective performance management actions, activities, and behaviors have been demonstrated in research to significantly impact employee engagement and results, as well as the performance of the overall business.

The study presents a strong argument for the importance of contemporary techniques and efficient human resource management in this area for the growth, performance, and prosperity of the tourism industry. The parameters investigated to gauge organizational effectiveness proved to be extremely significant determinants.

The ability and chances to improve and progress workers' professional abilities through training or participation in various work groups have tremendous influence on the performance of the entire firm.

The dedication of managers to creating a supportive work environment and a culture of confidence and cooperation between employees and executives is proof that the organization's vision and objectives have been achieved. Performance and production won't be lacking as a result. Learning provides employees with the motivation and tools they need to change their work behaviors in the desired directions.

The participation of the organization's members determines how well the organizational structure works. Employee involvement may be encouraged by explaining the goal, processes, and benefits of participation. This

involvement can then improve ownership and dedication to achieving predetermined goals and sparking original thought.

The next research in order to fill the gaps in the needs of tourism in Kosovo will be directed towards the cooperation of the structures of the municipalities of the western region of Kosovo and the preparation of field staff as well as the awareness of the local population about the possibilities of the advancement of urban tourism in this region area.

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Credit Authorship Contribution Statement

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Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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