MANAGERIAL-SYSTEMIC PROFILE OF A TOURISM COMPANY

Dumitru A., Budică A.B., Motoi A.G.[*]

Abstract: This study aims to clarify managerial and systemic specific of a tourism company. Used method is meta-analytic and integrative one. Our contribution consists of detaching a functional generic profile of a tourism company takes place within organizations ontology (vocabulary, systematic and taxonomy). Tourism company is individualized on two directions: as managerial structure and as social system. It follows that the tourism company is a systemic social structure and a working-functioning managerial structure. We emphasize that as a systemic-managerial structure enhanced tourism company presents five features: 1) a set of touristic aims; 2) a series of functions for achieving the aims; 3) means for achieving touristic aims; 4) certain symbols that define the tourism company's identity; 5) internal rules and regulations for tourism company's employees.

Key words: tourism company, organization, system, tourism company profile

Introduction

The semantics of the word "organization" irradiates a lot of meanings. There are many, changing and evolving understandings of the concept of organization (Mintzberg, 1981; Weick, 1995; Aldrich, 1999). "Organization" is an elusive concept. The nucleus of the concept is constituted by the idea of group or association: groups of people that organize and coordinate their activity with a view to achieving purposes clearly formulated as objects; association of people with common conceptions or preoccupations, working together according to a set of regulations or statute, for an organized activity; association, social institution that brings together people with common preoccupations and sometimes common conceptions, founded on the basis of a set of rules, of a statute, in order to contribute to an organized activity and achieve common goals.

Understanding of organizations must be shaped also by the emphasis of their human specialty, because "organization is not a mere instrument. It expresses values. It expresses the individuality of the company, nonprofit organization, or governmental agency. It is defined by (and defines) the results which are specific to the organization" (Oprean and Țîțu, 2008).

The organizations have been characterized as dynamic, open social systems capable of self-adjustment and self-training. At the same time, the functional subsystems of the organization have been emphasized, namely (production,

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sustenance, maintenance, adaptation leadership subsystems). The organization is fundamentally a social system where and by means of which people make transactions in order to achieve common goals. In other terms, the organization implies a distinct form of correlation between people and objectives, as well as between people and structures (as essential part of subsystems). The managerial aim stands for the basis of the organizations' building and existence (Thompson, 2011). The simple presence of an objective, which is absolutely necessary, is not sufficient. The enouncement of the vision and the objective, its shaping, represents only a first step. The way we try to achieve our goal is what really matters, taking into account that the gathering of a group of people for a common aim does not guarantee the achievement of the established goal. We must notice that any managerial objective is a general objective. Turning the general goal into final, practical results implies: the existence of significant common parts between the individual aims and vision, between the interests, values and aspirations of the individuals that are part of the organization; this absolutely necessary thing is applicable to both the beginnings of an organization (when a new organization is build), and to the subsequent moments in the life of the organization; the way we put the objectives into practice, the correspondence between the general aim and the individual aims are equally important; both during the evolution of an organization and especially when the organization modifies (totally or partially) the general objective, its members must take part in the redefinition of the managerial objective, in order to maintain the convergence of the individual objectives within the general objectives.

From this point of view, we need: clear formulation of the general aim, its "translation" into forms accessible to the individuals working within the organization; thus, maintaining its essence, the general aim multiplies into specific aims, accessible to all the members of the organization, (or to each of the members); simultaneously, each member of the organization confronts himself with the necessity of an accurate comprehension and formulation of his own interests and aims, as the basis for the real communication of the specific aims and for a conscious and responsible assumption of the general aim (only those individuals that know very well "what they want," both them and "the organization" enter and remain inside the organization). In the center of managerial process is situated the activity to achieve the aims, labor effort to produce: "the essence of any organization is the effort of employees" (Muscalu, 2015). The relation between people and the objectives is, as we have already noticed, fundamental. The complex character and the specific activity of the organization are equally important. Human interaction and the transactions between each individual and the overall structure of an organization (the subsystems and the domains of the organization, its leadership etc.) are fundamental for the organization. The quality of human interactions and human emotional transactions is as important as the managerial objective. Human interactions and emotional transactions are fundamental for the functioning of an organization (Drucker and

Chamy, 2000; Handy, 2006; Hatch and Cunliffe, 2012). At the same time, the managerial structure decisively influences the nature of human interaction. To become a member of an organization and consequently assume the managerial objective does not guarantee the achievement of the organization's objectives, unless the interpersonal relationships (the human interaction) take the shape of cooperation, (avoiding and getting over the inter-human conflicts). The size of the organization, the number of the hierarchical levels, (the vertical differentiation of the organization), the number of departments, of the functional subunits, (the horizontal differentiation), the complexity of the activity (labor division, specialization) leave their mark on the entire managerial activity. The managerial analysis, necessary to get acquainted with and carry out efficiently the activity of the organizations, implies the study of all the components specific to the organizations, components that we have already underlined in our paper, such as: the people, the objective, the human interactions, the managerial structure.

Gary Johns considered organizations to be social inventions destined to the achievement of common goals by group effort and clarified that "contemporary organizations are focusing more and more on teamwork" (Johns, 1996). On the other hand, organizations are formalized and hierarchized human ensembles. Organization is a structured entity concerned with the intense and systematic transactions between people with a view to achieving common objectives (Grabara, 2014; Negrea, 2015). Beyond the diversity of definitions, the essential characteristic of the organizations consists in the coordinated presence of the individuals. There are big industrial corporations that have factories, equipment, offices, but there are also organizations with a very little physical capital. The public administrations, the political parties, the industrial, commercial and services enterprises, the army, the hospitals, etc. are all considered organizations.

Ontologies of Organizations

In the studies made by various authors, it was elaborated some ontologies of organizations (Bottazzi and Ferraio, 2005; Dietz, 2006); the organizations have been classified on the basis of certain criteria, such as: the main function they fulfill for the social global system; the nature of the main mechanism of their members' involvement or (motivation); the characteristics of the environment they are exposed to; the main beneficiary of their activity; the nature of the applied technologies.

According to their general objective, there are: voluntary organizations, (religious, scientific, etc.); military organizations; philanthropic organizations; corporation organization, (industrial, financial, etc.); family organizations.

According to the types of conformity: coercive organizations; utilitarian organizations (including the military ones); normative organizations, (religious, voluntary etc.) (Scott, 2013).

According to their structure, there are: formal organizations, (they have a structure clearly defined by means of rules and regulations, the description of norms,

the positions and of the relations between the members) and informal organizations, (spontaneously established, whereas the relations inside them are not clearly defined);

According to the main beneficiary of their activity, we have: mutual benefit organizations; business organizations; organizations that offer services to clients; public organizations (including military services) (Rich, 1992; Smith, 2001; Stănescu, 2015).

Management studies have emphasized certain structural characteristics of the organizations, that can sum up their structure (managerial altitude, centralization, control area, complexity, formalization):

- The managerial altitude, according to which there are: flat organizations (with a relatively small number of levels) and tall organizations (with a relatively big number of levels);
- The scale of power, according to which there are: hard organizations (with hard hierarchical authority) and soft organizations (with relatively soft hierarchical authority);
- The centralization, is concerned with the extent to which the decision-making power is concentrated (localized) in a certain part of the organization;
- The control area, refers to the number of subordinates that can be directly supervised by a hierarchical superior;
- Complexity, deals with the way the organizations share the tasks vertically, horizontally and geographically;
- Formalization, deals with the extent to which the tasks carried out by each employee are minutely defined by the organization.

These characteristics, by the natural relation between them and the tendency of association have generated two general types of structures: organic structures (characterized by reduced decentralization, specialization flatness, and formalization) and mechanistic structures (characterized by centralization and formalization, height and specialization).

The approach of the organizations by means of the mechanistic structures is specific to the theoreticians of the classical management, whereas the approach by means of the organic structures focuses on the human relations (McKelvey, 1982; Voinea, 2015). These preoccupations related to the study of the organizations have aimed at increasing the efficiency within the organization, as well as at the obtainment of very good performances. However, the organization must be seen in its structural complexity as an ensemble of the different types of resources in the presence of human relations. The organization could not exist without the people and the relations between them (Smarandache and Vlăduțescu, 2014). In the absence of the different types of resources, the organization cannot achieve its goals. The stress laid on a certain type of resource had and continues to have the role of increasing its contribution to the obtainment of a high efficiency. The human resources have a very important role, which explains the study of the managerial behavior and relations (Donaldson, 2001; Devine, 2002).

Making an apprehension about the organization and considering it as a whole, we can notice that it has a certain configuration, a structure. Although it is difficult to define, we perceive the managerial structure as the way the work is divided into specific tasks and the coordination between them. The organization divides its tasks both vertically and horizontally. The vertical division of work is concerned with the sharing of authority for planning and decision making, whereas the horizontal division of work groups the basic activities that must be carried out for the achievement of objectives (Teodorescu and Călin, 2015). Taken as a system, the organization is a social system of activity that reunites human, material, financial and informational resources with a view to achieving the objective it has been created for. Their importance depends on the specific character of the organization. The organization is characterized by its own environment, (the events and conditions within the organization that affect the members' attitudes and behaviors). At the same time, it functions under the impact of the external environment (events and circumstances outside the organization that affect its activities). Being an open system, the organization takes over the inputs from the external environment, whereas after the transformation a part of them are released in the external environment under the form of outputs.

The Tourism Organization

Tourism is the "messenger of peace" (Turcu and Weisz, 2008). The tourism company is a managerial structure and a social system. It answers all the requirements imposed by the general definition of such a type of social systemic structure. It is at the same time an organized system of social relations that embodies common values and working procedures, answering certain fundamental needs of the society it is part of (Mill, 2002; Goeldner and Ritchie, 2006). A tourism company is a social organization. It is an organization, because it complies with all the needs imposed by the general definition of such a type of social structure, and it is at the same time an organized system of social relations that contain certain common values and working procedures, meeting the fundamental needs of the society it is part of. In most of the organizations, one of the managers' important tasks is to be real leaders. It is only in this way that the organization can survive – let alone prosper. Although the training courses can make real leaders, the best organizations know that this cultivation of talents is only possible by relevant experiences (Page and Connell, 2006). This implies a "radical" experience – the future leader is seconded in a situation that implies both the possibility to force things and the obligation to motivate his actions; or an experience with a worth following model – where the future leader can learn from a competent mentor. A human group or professional organization cannot exist without being efficiently led with a view to fulfilling the established goals and the tourism companies cannot strike a false note. The institutions have undertaken lately and continue to undertake real efforts meant to the appropriation of science, art and managerial practice (Grabara and Man, 2014). All the organizations equally

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need both managers and leaders. In the absence of powerful and competent managers, the organization risks to descend into chaos. A tourism company is "both the producer/provider and vending services" "representing a mix between characteristics of a production firm and a trade firm" (Scutariu, 2006). In a tourism company "company products" is opposite to "destination products" (Mehmetoglu and Normann, 2013). In tourism zone "one cannot separate the product from the production process, which means that the product itself is the process. To product particularities – intangibility, inseparability, heterogeneity, perishability, there can be added the particularities of tourism industry such as seasonality, imitation and orientation towards competitiveness" (Nagy, 2010). From this point of view, the tourism company has all the general characteristics of a working managerial structure: 1) an objective; 2) a series of functions for achieving the established objective; 3) the existence of the necessary means for achieving the established objective (the tourism company has both human resources, and financial resources, necessary to fulfill the established objectives); 4) the existence of certain symbols that define the company's identity; 5) internal rules and regulations for the company's employees.

An efficient coordination definitely needs an adequate communication at all levels in a tourism company. This process must first of all convey informational elements, the apprehension of the entire message. An efficient tourism company depends in its turn on a series of factors, such as: the quality of the management practiced by the persons that occupy leading positions (the way of leading, the level of materialization of the established objectives, the managers' level of training, the concordance between the managers' training and the job requirements); the leaders' quality (their level of training, skills and competencies, the interest dedicated to problem solving, the degree of receptivity). The integration and maintenance function offers the employee working in the superior hierarchical structures the possibility to guarantee the functional operability of the tourism company that he leads by: the fluency of the informational flux; the best use of the informational channels in order to avoid the overlap between the informational elements or the useless information; the selection, verification and conveyance of data according to their specific character.

Furthermore, by its role of negotiator, of promoter of tourism organization and conveyor of this policy, the manager must form and maintain a network with a view to being in permanent touch with the partners of the organization, as far as the external politics is considered and at the same time a network of informational elements, very useful for the development of the internal policies of the institution. Managerial communication in a tourism company represents a form of inter-human communication, an instrument of managerial leadership by which the manager exerts his authority: foreknowledge, training, organization, coordination, control, evaluation. As part of the leadership process (Henry Fayol -1949- considered the communication of planning, prevision, organization and management to be one of the five basic elements of management, by means of which the manager

understands its subordinates and at the same time makes himself understood by them), managerial communication relies not only on message conveying, but also on the change of mentalities and their psychological adaptation to the company's objectives.

Managerial communication in a tourism company stands for an auxiliary element of the leadership, that calls into requisition informational elements regarding the results of decisions, that are sent back to the decision center, making thus possible the proper bond between the performance of a task and the objectives on the one hand and between the results and the planning on the other. The importance of communication within a tourism company is also due to the complex character that this process has at this level. Thus, in any organizational background, there are numerous communication networks, or groups of communication channels, that are to be found in specific configurations that make up the system of communications. Its important role in the guaranty of the good functioning and efficiency of the activities within an organization is mainly determined by:

− The volume, complexity and considerable diversity of the objectives existing at the level of an organization's subsystems, due to the impact of the variables specific to the surrounding environment, as well as to the international one;
− The significant mutations that occur together with the social, legislative and economic evolution during each legislature and that have a great impact at the level of each organization, in its dimensional and functional characteristics: for example, the groups and the mode of their devising and functioning; communications also have an important role within the decisional background, they amplify the relations between the groups' members and consolidate the groups' cohesion;
− The activity of an organization's members that occupy leading positions.

Managers must comply with three categories of roles: interpersonal, informational and decisional. The informational roles however, more precisely those of monitor, speaker and spokesman are those that define communication, but the information flow can be identified in the other roles as well. According to the hierarchical level that a person occupies, communication can represent up to 80% of his or her time.

The aim, the objectives, the mode of organization, the operational policies and procedures, its members' behavior and roles, the allocated resources, (human, material, financial) are concretely determined and controlled by normative prescriptions.

Complex working processes are carried out within the tourism organization (Bednarska and Olszewski, 2013; Aron et al., 2013). These differ according to the character of the activities included by them. The specific of a tourism company is representing by its "offer's specific" (Popescu, 2007) and "based on the characteristics of their transactions" (Calota, 2015).

Therefore, there are on the one hand, executive processes according to which the employees (Budică and Dumitru-Traistaru, 2015) act and make use of the financial and informational resources in order to achieve the established goals and on the

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other hand managerial processes according to which the managers/leaders/heads supervise and control their subordinates with a view to fulfilling the organization's objectives. The management process within the tourism company stands for the ensemble of the actions concerned with the prevision, organization, coordination, personnel training, and control/evaluation exercised by the manager in order to establish and fulfill its objectives (Mutch, 1993; Vlăduțescu et al., 2015). The fundamental stage of the managerial process is represented by the managerial decision. Information and communication lie at the basis of the managerial decision. Information quality influences the quality of decisions and implicitly the quality of the management process.

Conclusion

The tourism company represents an ensemble of individuals structured into entities with specific roles, functions and responsibilities that act according to both official and informal norms during the company's continuance and activity as a whole. The tourism company brings together persons with different roles, skills and positions within the organization. The relations between the employees can be both formal, more precisely founded on the stipulations of normative acts and informal, based on affinities, sympathy and antipathy, preferences or indifference. Both types of relations are simultaneously present within the tourism organization. The formal (official, institutionalized) relations usually prevail inside the organization, according to the hierarchical level.

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MENEDŻERSKO-SYSTEMOWY PROFIL FIRMY TURYSTYCZNEJ

Streszczenie: Badanie to ma na celu wyjaśnienie menedżerskiej i systemowej specyfiki firmy turystycznej. Zastosowano metodę meta-analityczną i integracyjną. Nasz wkład składa się z odłączenia funkcjonalnego ogólnego profilu firmy turystycznej, który znajduje się wewnątrz ontologii organizacji (słownictwo, systematyka i taksonomia). Firma turystyczna zindywidualizowana jest w dwóch kierunkach: jako struktura kierownicza, oraz jako system społeczny. Podkreślamy, że jako wzmocniona systemowo-menedżerską strukturą, firma turystyczna przedstawia pięć cech: 1) zestaw celów turystycznych; 2) serię funkcji dla osiągnięcia celów; 3) środki do osiągnięcia celów turystycznych; 4) pewne symbole, które definiują tożsamość firmy turystycznej; 5) wewnętrzne zasady i regulacje dla pracowników firmy turystycznej.

Słowa kluczowe: firma turystyczna, organizacja, system, profil firmy turystycznej

一家旅遊公司的管理系統性簡介

摘要：本研究的目的是闡明一個旅遊公司的管理和系統的具體。採用的方法是薈萃分析和綜合的。我們的貢獻由分離一家旅遊公司的功能通用配置文件的需要組織本體（詞彙，系統性和分類）內進行。旅遊公司在個性化兩個方向：作為治理結構和社會制度。由此可見，旅遊公司是一個系統性的社會結構和工作運作的管理結構。我們強調，作為一個系統性，管理結構增強旅遊公司呈現五大特點：1）一套旅遊目的的； 2）一系列用於實現目標功能； 3）用於實現旅遊目標；4）定義旅遊公司的身份某些符號；5）內部規則和旅遊公司的員工規定。

關鍵詞：旅遊公司，組織，制度，旅遊公司簡介