

## THE CORPORATE SECURITY IN SLOVENIAN NATURAL SPAS

**Sebastjan Repnik**  
**Elena Marulc**

<https://doi.org//10.20867/tosee.07.22>

### **Abstract**

*Purpose* – This research aims to develop the theoretical framework and practice of corporate security in tourism. The research provides an analysis resulting in findings and conclusions which can be implemented to reduce the risk and ensure suitable security within spas tourism. The objectives of the research are to research, analyse, compare, review and critically evaluate contemporary domestic and foreign literature and sources in the field of corporate security in spa tourism; to have a deep insight into the concept of corporate security in natural spas as the managers and stakeholders of the research have; the development of a new conceptual model of corporate security in spas.

*Methodology* – The empirical part of the research is designed as a case study that focuses on the research of corporate security in spas. The qualitative part is based on a purposive sample of the leading experts in the field of security in health resorts. The external stakeholders we performed group interviews with were: chief firefighters in the region where the health resort was located and chiefs of police. Both cases represent purposive samples of the most knowledgeable informants. The purposive sample of health resorts was selected based on business ties. The analysis of data was based on the content analysis method where the collected data were processed via Atlas.ti software and manual processing.

*Findings* – The natural spas studied try to ensure the subjective dimension of safety/security and maintain diversity by providing an objective dimension of safety/security, which is the result of the qualitative part of the research.

*Contribution* – This research will contribute to the body of knowledge with the base of corporate security aspects in spas.

**Keywords:** corporate security /spas /security culture/safety culture.

### **INTRODUCTION**

What kind of global environment we live in relation to safety and security is well illustrated by the statement of the UN Commission on Crime Prevention and Criminal Justice (hereafter UNODC), which expresses deep concern that crime is becoming increasingly transnational, organized and complex and that criminals are increasingly exploiting new and emerging technologies, including the Internet, to carry out their illicit activities, thus creating unprecedented challenges in preventing and combating existing crimes, as well as new and emerging forms of crime. Although crime is not a central topic of the research, the statement shows the complexity of security in today's global world.

Tourism is now part of the global security landscape and the world's largest economy, with the highest annual growth rates. According to the World Tourism Organisation

(hereafter UNWTO), less than one billion tourists (917 million) will travel in 2022, which means more than 500 million fewer tourist arrivals compared to 2019 (UNWTO n.d.). The link between security and tourism has been present since the emergence of modern tourism and the travel industry, pioneered by Thomas Cook (Kurež 2011), who made the first organised and publicised tourist journey in 1841 (Pomurec.com n.d.).

Tourists in Slovenian spas are part of the 'world travellers', coming from practically every continent in the world. They mostly choose destinations that they recognise as safe (Hreščak 2010). Slovenia is ranked 7th out of 163 countries in the Global Peace Index in 2022, an improvement of one place compared to 2021 (Reliefweb, n.d.). All this makes it a very safe country (Mekina 2018). Just as security in a country is important, so is hotel security.

Research by both Eurostat and the Statistical Office of Slovenia (Clifton 2012; Dvojmoč 2017) shows that natural spas are an area that is relatively under-researched from a corporate security perspective. Spas have several specificities due to their operations in the healthcare field: monitoring the health of guests, and dealing with sharps and other infectious objects, which must be taken into account when designing and implementing a company's corporate safety policy. We were interested in how corporate safety is understood and interpreted by managers and stakeholders of corporate safety in spas, and therefore designed a qualitative research and formulated the following research questions:

- *Research question 1: Which model of corporate security exists in the Slovenian spa tourism sector and how is it interpreted by the managers and stakeholders?*
- *Research question 2: What importance do the managers and stakeholders of the research attach to safety in spa tourism and how do they interpret the practice through their actions?*
- *Research question 3: How do the managers and stakeholders in the research interpret the safety culture of the organisation in the field of Slovenian natural health resorts?*

## **1. THEORETICAL BACKGROUND**

The conceptual framework is corporate security, which is an interdisciplinary concept consisting of the following key concepts: security and criminality.

### **1.1. Safety and security**

Many authors discuss the concepts of safety and security, which include the state of being safe, passenger safety, feeling safe, national security, safety from attackers and fires, national security, personal safety, earthquake and fire security of buildings, property safety, security in social situations and safety at work (Žnidarič 2004; Grizold and Bučar 2011; Kim, Farrish, and Schrier 2013; Aksu, Ugar, and Kiliçarslan 2017). In our daily lives, we encounter various forms of security and safety, such as human, sociological, psychological, military, food, transport, occupational and fire. Throughout history and

in response to the development of modern technology, new forms of safety and security have emerged, such as information, cyber, corporate and hybrid security. The problems of security and safety are present everywhere and have been since the dawn of mankind. There are thus many types and typologies of security. In everyday use, the words 'safety' and 'security' invoke associations of freedom from threats and harm. Despite often being treated as synonymous, the two concepts also have diverse meanings. Frequently, the concepts are utilized to distinguish between the management of hazards from non-malicious intent (safety) and the management of threats stemming from rational humans with a malicious intent, such as sabotage, hacking, or terrorism (security) (Kurež, Mekinc, and Anžič 2009). In some languages, for example in the Slovenian language, only one word describes safety and security. This fact causes some confusion with the use of these terms. In this article, the distinction between safety and security is recognized; however, at some points they are unavoidably used as synonyms.

However, for the present research, security is understood and defined as (Gostič 2008, 1–8): 'A state of affairs that is appropriate to preserve the function and purpose of an enterprise and the safety of persons, property and data located in the enterprise from destruction, damage, theft and other harmful effects'.

### **1.2. Human Security and personal safety**

The 1994 United Nations Development Programme (hereafter UNDP) definition of human security according to the Human Development Report approach (Derghoukassian 2001, 3) is the most widely cited and authoritative form of the concept (United Nations 2006). Human security thus refers to the protection of personal safety and individual freedom from direct violence (slavery, trafficking, drugs) and indirect violence (deprivation, underdevelopment, disease, environmental degradation, displacement, war, conflict and refugee crises) (Lodgaard n.d.). Maslow (1970, 98) already ranked human security needs second only to physiological needs in his hierarchy of human security needs which was much later confirmed by the research of Rahman, Zailani and Musa (2017, 54). The importance attached to human security is highlighted by the UNDP (1994) in its Human Development Report, which divides threats to human security into different categories. Some threats are more or less local, varying between regions of the world according to geographical location and economic development. Other types of threats are more global, such as the outbreak of a global pandemic (Covid-19) in 2020 (Singhal 2020, 282). It, therefore, depends on whom one asks about these threats to human security. Different types of security, including human security, are important for the effective functioning of corporate security.

### **1.3. Corporate security**

The word corporate security is derived from the word corporation, which is defined as a large company or a grouping of several companies that can be considered as one company in law with similar obligations towards an individual. At the same time, it represents the most common form of business cooperation (Hornby 2000, 279). Different understandings of corporate security emerge in theory and practice. Some consider that

corporate security emerges as the primary form of 21st-century security and as such provides security that strives to achieve the organisational goals of the firm. Another view defines corporate security as the protection of property and business processes to prevent and reduce material losses, take care of the security interests of owners, and protect profits and assets from various threats (Dvojmoč 2017, 253). Author Chasdi (2018, 103) explains the concept of corporate security as a "fork in the road" with opportunities for new types of interconnected and coordinated practices that perceive terrorism and seek to combat crime.

#### **1.4. Hotel and spa security**

As a hospitality establishment offering services such as room accommodation and food and beverage service to guests, a hotel must ensure adequate hotel security to ensure the successful provision of these services. Enz (2009, 554) understands hotel security as the protection of hotel employees, guests and property from potential injury and death with the aim of persuading the guest to choose the hotel again. For a hotel, this means ensuring economic, financial and information security. Khadka (2014, 92) defines hotel security as the legal responsibility of a hotel to protect guests and their property from threats by those who wish to do them harm. Thus, the hotel security department is responsible for the overall security of the hotel building, hotel guests, daily visitors to the hotel, other persons from the local and wider community, and hotel employees.

The hotel and the spa are closely intertwined and depend on each other for their business. On the one hand, the hotel, with its hotel infrastructure, provides basic hospitality and tourism services for the spa guest. On the other hand, the spa, with its spa infrastructure and spa services, provides the hotel with guests. Therefore, in addition to hotel security, spa security is also important for the success of the hotel and the spa.

Hotel and spa security is the intersection of corporate security, as hotels and spas are closely interlinked, both physically and commercially, and are dependent on each other. Ineffective security at one or the other could affect the security risk of both facilities together. It is therefore important that the Association of Slovenian Natural Spas, which together generated 2.5 million domestic and foreign overnight stays in 2021 (figure for spa municipalities) and 2.3 million overnight stays in 2020, representing a growth of over 8 %. This compares to 3.4 million overnight stays in 2019 (figure for spa municipalities), which is still a 27 % decrease in both domestic and foreign guests in 2021. This research area still requires effective corporate security (I FEEL SLOVENIA, n.d.; Slovenian Tourist Board STOb, n.d.; Slovenian Tourist Board STOb, n.d.).

## **2. METHODOLOGY**

### **2.1. Sample**

There are 15 members of the Association of Slovenian Natural Spas in Slovenia, which are owned by ten companies. Eight spas from six companies were included in the survey. Four companies refused to participate. In each spa, we asked corporate security experts

to participate. Thus, we included seven people as the most knowledgeable informants (one of the stakeholders is an expert in three spas). We also included in the sample seven commanders of fire brigades and nine commanders of police stations covering the areas of the Association of Slovenian Natural Spas.

## 2.2. Sample description

The sample included safety professionals the members of the Association of Slovenian Natural Spas. Of the 10 companies that own 15 Association of Slovenian Natural Spas, 6 participated. 7 safety professionals were included. We conducted 4 semi-structured interviews, obtaining written responses from 2 companies. In 2 companies we were able to record the interviewees on a tape recorder, while in the other two companies, where we conducted the semi-structured interviews individually, we took notes on the spot, which were duly supplemented as soon as the interview was completed. In one company, we also conducted a group interview with two interviewees. This variety in the way the interviews were carried out (individual or group, oral or written answers) is due to the responsiveness of the companies and their insiders.

We also asked each company for documents relating to security (e.g. occupational health and security and fire security) in their spa. Of the six companies – Association of Slovenian Natural Spas, four were willing to provide them, while the others claimed that such records were commercially confidential.

Interviews on the topic of Corporate security in spas: the case of Slovenia were also conducted among the commanders of the fire brigade associations that cover their area of operation together with the voluntary fire brigade associations, i.e. where the Association of Slovenian Natural Spas is located. Semi-structured interview questions were sent by email to 12 firefighters' associations across Slovenia. Responses to the semi-structured interviews were received from five firefighters' associations by e-mail, and two semi-structured interviews were conducted individually (recorded on a dictaphone), one at the location of the firefighters' association and one outside the area of the firefighters' association.

The next group of interviewees consisted of the commanders of the police stations in the area where the Association of Slovenian Natural Spas is located. Before conducting the interviews, the consent of the Police Academy and the General Police Directorate was obtained. Semi-structured interviews were sent by e-mail to the 14 police stations in charge of emergency response in the Association of Slovenian Natural Spas research area. Nine police station commanders responded to the semi-structured interview questions and forwarded their answers by e-mail. Anonymity was ensured by using fictitious names so that for all participants is referred only the location. Corporate security experts from the Association of Slovenian Natural Spas are referred to by names beginning with the letters TT, fire brigade commanders are referred to by names beginning with the letters GZ and police station commanders are referred to by names beginning with the letters PP (Table 1).

An overview of the managers and stakeholders are shown in Table 1.

Table 1: **Qualitative research sample**

Date	Function	Location (Figure 1)
16 <sup>th</sup> May 2018	Health and security at work and fire security	TT1/TT9/TT10
24 <sup>th</sup> May 2018	Assistant director	TT2
28 <sup>th</sup> May 2018	Head of HR	TT3
28 <sup>th</sup> May 2018	Maintenance manager	TT3a
28 <sup>th</sup> May 2018	director	TT4
7 <sup>th</sup> June 2018	Assistant director	TT5
7 <sup>th</sup> June 2018	Health and security at work and fire security	TT6
10 <sup>th</sup> June 2018	Fire Brigades Union Commander	GZ1
20 <sup>th</sup> June 2018	Fire Brigades Union Commander	GZ2
20 <sup>th</sup> June 2018	Fire Brigades Union Commander	GZ3
17 <sup>th</sup> July 2018	Fire Brigades Union Commander	GZ4
17 <sup>th</sup> June 2018	Fire Brigades Union Commander	GZ5
17 <sup>th</sup> June 2018	Fire Brigades Union Commander	GZ6
17 <sup>th</sup> July 2018	Fire Brigades Union Commander	GZ7
24 <sup>th</sup> August 2018	Police Station Commander	PP1
22 <sup>nd</sup> June 2018	Police Station Commander	PP2
17 <sup>th</sup> August 2018	Police Station Commander	PP3
22 <sup>nd</sup> August 2018	Police Station Commander	PP4
12 <sup>th</sup> August 2018	Police Station Commander	PP5
17 <sup>th</sup> August 2018	Police Station Commander	PP6
17 <sup>th</sup> August 2018	Police Station Commander	PP7
24 <sup>th</sup> July 2018	Police Station Commander	PP8
1 <sup>st</sup> August 2018	Police Station Commander	PP9

Source: authors, 2022.

Figure 1: **Slovenian Natural Spas, fire brigade commanders and police station commanders by location**



Source: authors, 2022.

### **2.3. Data collection methods**

Qualitative methodology is concerned with the methods and techniques used by the researcher to collect and analyse data. The identification of a specific method or technique in a research depends on the specific research problem and purpose (Dimovski, Škerlavaj, Penger, Ghauri, and Grønhaug 2008, 121; Easterby-Smith, Thorpe, and Lowe 2005, 111). These authors summarize the definition of qualitative techniques as "a collection of interpretive techniques that attempt to describe, decode, translate, and otherwise discover the meaning, not the frequencies, of certain more or less naturally occurring phenomena in the social world".

In the qualitative part, data were collected through interviews and document analysis. Document analysis is a non-intrusive, non-reactive data collection technique, as we are analysing pre-existing material that exists independently of the research process and can be analysed by the researcher without disturbing the author of the material. The analysed material is not directly created by the needs of the research, and therefore the influence of the research on the material or the change of the situation under research is avoided (Vogrinc 2008, 125).

## **3. RESULTS**

The data were analysed using the content analysis method as described by Easterby-Smith et al. (2005) using the Atlas.ti software tool. At the same time, the analysis was also carried out 'manually'. We made transcripts and coded them, and sorted them into predefined categories that emerged from the interview questions. These categories are: the importance of security, the importance of corporate security, the importance of security in the Association of Slovenian Natural Spas, and threats to the security of guests/employees in your spa. We then continued with the coding and developed sub-categories and started the analysis. Additionally, we used Atlas.ti. We entered three documents with semi-structured interviews, separated according to the professional orientation of the interviewees: security experts in the Association of Slovenian Natural Spas, Fire Brigade Commanders and Police Station Commanders. All semi-structured interviews were categorised into all four of the main thematic categories we have already mentioned: the importance of security, the importance of corporate security, the importance of security of the Association of Slovenian Natural Spas, and the threats to the security of guests/employees in your spa. The statements were entered separately according to the professional orientation of the interviewees.

The analysis of the data is presented in Table 2, where we have listed the main findings of the survey managers and stakeholders for each security category.

Table 2: **Key findings on corporate security in Slovenian natural health resorts**

CATEGORY MAIN FINDINGS	
The importance of security	The multidimensionality of the concept or meaning of security is manifested as a state/process, an emotional dimension and a value/conative dimension. Managers and stakeholders in the survey attach different levels of importance to safety at home and around the world. For example, Andrej (XA <sub>22</sub> ), who emphasises the importance of safety in the Association of Slovenian Natural Spas and around the world by stating that it "... refers to guests, employees and other stakeholders in the wider community" and Anja (XA <sub>25</sub> ), who emphasises that "Slovenia is one of the safer countries." The survey managers and stakeholders see modern tourism in terms of safety trends in a united way.
The importance of corporate security	The meaning of corporate security is understood differently by the survey managers and stakeholders, as it is a multidimensional concept that manifests itself as a state/process. Individual survey managers and stakeholders pointed out that the corporate security model is still in its infancy at the Association of Slovenian Natural Spas. The survey managers and stakeholders agree that certain practices should be adopted and implemented in the Association of Slovenian Natural Spas practice in the region to ensure adequate corporate security for guests and employees. The survey managers and stakeholders highlighted certain advantages of investing in a corporate security system and are unanimous in their opinion. According to the survey managers and stakeholders, the cooperation between the police and the fire brigade in terms of ensuring corporate security in the region's health resorts is perceived differently. Managers and stakeholders in the survey argue that the importance of tourism to society is much bigger and deeper than just economics.
The importance of security in the Association of Slovenian Natural Spas	Survey managers and stakeholders agree on the definition of security culture. The multidimensionality of the concept of security culture is reflected as a state/process in communication. Survey managers and stakeholders are unanimous in their values of security culture.
Threats to the security of guests/employees at the Association of Slovenian Natural Spas	The survey managers and stakeholders are unanimous when it comes to the treatment and security of spa guests/employees. The managers and stakeholders of the survey presented the typical behaviour of a spa guest/employee and interpreted it in a unified way. Survey managers and stakeholders confirmed that it is common for certain groups of guests to condition their visit or their typical behaviour is to demand the highest standards of security. The security requirements of guests from different countries were uniformly described by the Association of Slovenian Natural Spas survey managers and stakeholders. The managers and stakeholders of the survey see the Association of Slovenian Natural Spas in different ways to ensure the security of guests, employees, the local community and suppliers.

Source: authors, 2022.

The findings in Table 2 and also in Figure 2 imply that the Association of Slovenian Natural Spas under research tries to ensure the subjective dimension of security by providing an objective dimension of security (e.g. utilizing security cameras) and maintaining diversity, e.g. in terms of friendliness towards guests. The Association of Slovenian Natural Spas has both an objective and a subjective dimension of security, and how individuals perceive security varies in directions. The main reason for this is a



cognitive-terminological dilemma related to the phenomenon of security (Prezelj 2001, 127–141). The decision of what security is based on subjective elements or the subjective dimension of security due to the individual's e.g. political definition, morality and ideology. According to the statements made by various experts in the Association of Slovenian Natural Spas, there are no differences in the threats to the security of guests/employees. There are only differences between the professional fields in the handling of security incidents. There is a different protocol for fire brigade commanders than for police station commanders. The security experts in the Association of Slovenian Natural Spas lack specific references to safety management standards, such as ISO standards (SIQ, n.d.; CETIS, n.d.), as these are the basis for risk management and one of the important tools for successful business management (Dular 2017).

Figure 2: **The dimensions of the corporate security in natural spas**



Source: authors, 2022

Safety in the spa is ensured both through objective and subjective dimensions of security (Figure 2). The objective dimension of security pertains to ensuring safety through measures such as security cameras and their compliance with legislation. The subjective dimension of security can contribute to objective safety. For instance, if a guest dislikes the swimming pool (subjective dimension of security) but the water is pristine and the pool is clean, objective safety is provided. However, due to the guest's subjective feeling ("I don't like the pool"), which reflects a sense of discomfort, the spa guest will not feel objectively secure. In a such spa, guests would not wish to spend their vacation.

The potential of »The dimensions of the corporate security in natural spas« seen in Figure 2 is a starting point for further research for researchers and scientists. The key stakeholders in security, who were interviewed, can modify or redesign their corporate security policies based on the findings in specific areas. All of this enables the spa to facilitate easier ongoing development and achieve an appropriate level of corporate security. Ensuring this in the spa can contribute to increased security at the tourist destination, enhanced personal safety for both guests and employees, and overall security in the hotel, hotel rooms, as well as in the wellness center.

### **3.1. Document analysis**

We obtained the following various internal documents related to security at the Association of Slovenian Natural Spas, e.g. "Report on the work of the Authorised Occupational Health and Safety Officer" (hereafter OHS) and "Fire Protection" (hereafter VPP) for 2016, as well as various forms, e.g. "Internal report of an accident or injury to a third party," "Adverse events/physical danger to patients and employees," "Report of a violent incident," "Report of a violent incident," "Adverse events related to the administration of medication," "Injury report." The key findings of the analysis of documents from the Association of Slovenian Natural Spas are: Compliance with general and legal obligations in the workplace; ensuring fire security and thus the security of guests and employees; ensuring and supervising the protection against drowning of guests; monitoring and analysing accidents at work; providing training in H&S and VPP for employees, contractors, students and trainees; in accordance with the Fire Regulations (Official Gazette of the Republic of Slovenia, 52/07, 34/11, 101/11), at least once a year, providing practical training and testing for the evacuation from the premises in the event of fire, and keeping records of the time, managers and stakeholders and manner in which the training was provided; carrying out health surveillance for employees in accordance with the employer's legal obligations; drawing up and updating internal acts and instructions, e.g. "Fire prevention and security". Cooperation with sectoral inspectors and, where necessary, correcting irregularities identified (e.g. drowning prevention); other activities such as supervision of external contractors on the common worksite, training on evacuation, sickness absence checks and breathalyser testing; in recent years, health promotion has been introduced as a new programme approach due to workplace stress.

### **CONCLUSION**

In the contemporary literature (Sio-Chong U and Yuk-Chow So 2020) and research (Lagrosen and Lagrosen 2016), we found that there is no discernible definition of corporate security in the field of spa tourism to explain corporate security. To this end, we cite the flawed example or proposal for a new law instead of the current "Law on Natural Medicinal Products and Natural Spas" from the former Yugoslavia from 1964 and 1965 (Official Gazette of the SRS, No. 36/64 and 11/65). Also, the different definitions of spa tourism (Ramos and Untung 2016) do not include an answer or definition of corporate security in the field of spa tourism in terms of the perception of security. Similarly, the concept of corporate security was attempted to be defined or

explained by the research managers and stakeholders (Rančič, Popov-Raljić, and Pavić 2013; Škufca, security experts at the Association of Slovenian Natural Spas, interview 2018) through the content of citing examples of their practice and personal experiences. For example, security is often conceptualised in terms of multidimensionality.

According to the results of the survey managers and stakeholders and the analysis of the internal documents provided by the Association of Slovenian Natural Spas, there is no specific corporate security model that applies to this type of tourism.

The difference between the "theory" and the practice of the managers and stakeholders in the research shows the need to redefine safety and security in health tourism from different perspectives. This means that an objective and subjective dimension of security needs to be added to the definition of safety and security in a spa. This multidimensionality or understanding of the concept of safety in the Association of Slovenian Natural Spas is manifested as a state/process, an emotional dimension and a value/conative dimension. The managers and stakeholders of the research interpret the practice through their actions in a way that they try to behave securely. In terms of professionalism, there are differences only in the cases of dealing with security accidents between police on the one hand and firefighters on the other. There is a different protocol for fire brigade commanders than for police station commanders. There is a need for closer cooperation between them, as their actions/practices can ensure corporate security in the Association of Slovenian Natural Spas. In doing so, we have explored a less researched area of security in Slovenian health resorts and thus contributed to the development, understanding, and improvement of corporate security aspects in spa tourism.

The topic we have been researching is relevant in both theory and practice. The security situation in Slovenia and worldwide (WHO, n.d.; STAkrog, n.d.) is an indicator that more and more attention should be paid to the security of the country, the region and the global world. Peace and stability of a country or region are a prerequisite for the successful development of its tourism industry and thus of the spa tourism genre.

The current safety and security situation in the world is tense. The war between Ukraine and Russia has caused an energy and food crisis, power relations have been changing, the Covid 19 pandemic has a 'long tail' and, in Europe, recent frauds have threatened the trust in public, European institutions. As a result, many organizations strive to improve their safety culture to deliver effective health and safety management and enhance their safety performance (Antonsen 2009; Reason 1998; Reason 2016). In addition, tourism has been affected by different safety and security issues across the world and locally, and there is an environmental crisis (FAO UN, n.d.; International Energy Agency, n.d.; OECD, n.d.; Oil World, n.d.; UNCTAD, n.d.). Peace and stability in a country or region are a prerequisite for the successful development of the tourism industry, and hence also for natural health resorts.

The suggestions for further research are that the proposed model base (Figure 2) of corporate security aspects could be implemented as a model or experiment in one of the Association of Slovenian Natural Spas and its performance could be tested. The test could show what needs to be changed, added and corrected in the aspects of corporate

security proposed theoretical model or what work processes need to be corrected in the experimental Association of Slovenian Natural Spas to ensure corporate safety. Corporate safety is an under-researched area in the field of tourism and therefore represents a challenge for further research.

Our research work is not complete as it only covered individual Association of Slovenian Natural Spas and not spas abroad, e.g. in the Czech Republic, Austria, Croatia and Bosnia and Herzegovina. We, therefore, believe that researches comparing the corporate security system between domestic and foreign spas would be potentially interesting.

It would be interesting to conduct a study research that explores the safety culture of spa employees and their attitudes towards safety risks. It would explore and reveal the relationship between the culture of employees and their awareness of safety risks. The findings of the research could be used to make suggestions for improving the safety culture or attitudes towards safety risks of spa employees. A larger sample of survey participants managers and stakeholders (e.g. guests at the Association of Slovenian Natural Spas, safety experts at the Association of Slovenian Natural Spas), which would include all the Associations of Slovenian Natural Spas and would obtain internal safety documents from all of them, could further deepen the results of the empirical research.

#### *Limitations*

There were limitations in obtaining data (documents, records from the examined Slovenian natural spas) that represent the business secrets of the studied economic company or spa in Slovenia. Some Slovenian natural spas provided certain documents (e.g., forms, reports) that partially relate to corporate security. However, none of them delivered the documentation in its entirety, making it much more difficult to assess the actual implementation of corporate security in the examined Slovenian natural spas based on the received documents.

We could not influence the level of responsiveness of the research participants. This means that we were unable to include all planned participants in the study (such as security experts in Slovenian natural spas, fire brigade commanders, and police station commanders in the area of Slovenian natural spas) since some were unavailable during the implementation, unwilling to participate, or their respective companies did not provide consent for participation.

We limited ourselves to corporate security organizers in tourism companies. This is a purposive sample, which means we included the most knowledgeable individuals in the field and topic, but we did not capture those who indirectly deal with security issues.

The planned in-person interviews were not always possible due to various reasons cited by the interviewees, so some individuals provided written responses to the posed questions. This limits the ability to ask follow-up questions and observe the interviewee's nonverbal communication, which are aspects that can be enhanced with a personal approach.

## REFERENCES

- Aksu, A., Ugar, O., and Kiliçarslan, D. (2017), "Golf Tourism: A Research Profile and Security Perceptions in Belek, Antalya, Turkey", *International Journal of Business and Social Research*, Vol. 6, No. 12, <https://doi.org/10.18533/ijbsr.v6i12.1016>.
- Antonsen, S. (2009), *Safety Culture: Theory, Method and Improvement*, CRC Press, London, <https://doi.org/10.1201/9781315607498>.
- CETIS n.d. *Standardi varnosti in kakovosti*, viewed on, 4 May 2022, [www.cetis.si/standardi-varnost-kakovost](http://www.cetis.si/standardi-varnost-kakovost).
- Chasdi, R. J. (2018), "Corporate Security Crossroads", *Indian Journal of Asian Affairs*, Vol. 31, No. 1/2, pp. 103–104.
- Clifton, D. (2012), *Hospitality security: Managing Security in Today's Hotel, Lodging, entertainment, and Tourism Environment*, CRC Press, New York.
- Derghoukassian, K. (2001), *Human security: A brief Report of the State of the Art, Working Paper No. 3.*, Dante B. Fascell North-South Center, University of Miami, Miami.
- Dimovski, V., Škerlavaj, M., Penger, S., Ghauri, P. N., and Grønhaug, K. (2008), *Poslovne raziskave/Business research*, Pearson, Harlow.
- Dular, D. (2017), "Neprekinjeno poslovanje postaja pomembne del mednarodnih korporacij", *Korporativna varnost*, Vol. 13, pp. 20–23.
- Dvojmoč, M. (2017), "Integralna korporativna varnost", *Varstvoslovje: revija za teorijo in prakso varstvoslovja*, Vol. 19, No. 3, pp. 252–272.
- Easterby-Smith, M., Thorpe, R., and Love, A. (2005), *Raziskovanje v managementu*, Fakulteta za management, Koper.
- Enz, C. (2009), "The physical safety and security of U. S. hotels", *Cornell Hospitality Quarterly*, Vol. 50, pp. 553–560, <https://doi.org/10.1177/1938965509345963>.
- FAO UN n.d., *The importance of Ukraine and the Russian federation for global agricultural markets and the risks associated with the war in Ukraine*, viewed 15 September 2022, <https://www.fao.org/3/cb9013en/cb9013en.pdf>.
- Gostič, Š. (2008), "Osnovni principi organizacije korporativne varnosti", in Šifrer, J. (Ed.), *Javna in zasebna varnost*, Fakulteta za varnostne vede, Ljubljana, pp. 1–8.
- Grizold, A. and Bučar, B. (2011), "Izzivi sodobne varnosti: od nacionalne in mednarodne do človekove varnosti", *Teorija in praksa*, Vol. 48, No. 4, pp. 827–851, <https://doi.org/www.dlib.si/?URN=URN:NBN:SI:doc-7XQBMIUY>.
- Hornby, A. S. (2000), *Oxford Advanced Learner's Dictionary*, Oxford University Press, Oxford.
- Hreščak, A. (2010), *Slovenija med najvarnejšimi turističnimi državami v Evropi; toda zdravstveni delavci v turističnih krajih preobremenjeni*, viewed 19 June 2013, <http://www.dnevnik.si/clanek/1042358808>.
- I FEEL SLOVENIA n.d., *Slovenska naravna zdravilišča leto 2019 zaključila uspešno*, viewed on, 5 May 2022, <https://www.slovenia.info/sl/novinarsko-sredisce/novice/11236-slovenska-naravna-zdravilisca-leto-2019-zakljucila-uspesno>.
- International Energy Agency n. d., *Data and statistics*, viewed 15 September 2022, <https://www.iea.org/dataand-statistics>.
- Khadka, K. n.d., *Hotel security*, viewed 5 April 2020, <http://www.slideshare.net/KalamKhadka/hotel-security-38680372>.
- Kim, J. S., Farris, J., and Schrier, T. (2013), "Hotel information technology security: do hoteliers understand the risks?", *International Journal of Hospitality & Tourism Administration*, Vol. 14, pp. 282–303, <https://doi.org/10.1080/15256480.2013.809992>.
- Kurež, B. (2011), "Sodobno varnostno okolje in turizem", *Varstvoslovje*, Vol. 13, No. 3, pp. 330–347.
- Kurež, B., Mekinc, J. and Anžič, A. (2009), "Človekove pravice v luči novih groženj varnosti", *Teorija in praksa*, Vol. 46, No. 5, pp. 170–185, <https://doi.org/www.dlib.si/?URN=URN:NBN:SI:doc-OWKTNFQS>.
- Lagrosen, Y. and Lagrosen, S. (2016), "Customer perceptions of quality – a study in the SPA industry", *European Business Review*, Vol. 28, No. 6, pp. 657–675, <https://www.doi.org/10.1108/EBR-05-2016-0070/full/html>.
- Lodgaard, S. n.d., *Human security: concept of operationalization*, viewed 5 April 2020, <http://www.cpds.world/human-security-concept-and-operationalization/>.
- Mekina, I. (2018), *Globalna mirovna lestvica: Slovenija enajsta, zdrsnila za štiri mesta, varnost tudi v svetu vse slabša*, viewed 13 March 2019, <https://insajder.com/svet/globalna-mirovna-lestvica-slovenija-enajsta-zdrsnila-za-stiri-mesta-varnost-tudi-v-svetu-vse>.
- Oil World n.d., *Independent Global Market Analyses & Forecasts*, viewed 15 September 2022, <https://www.oilworld.biz/>.
- OECD n.d., *OECD Agriculture statistics*, viewed 15 september 2022, <http://dx.doi.org/10.1787/agr-outldata-en>.

- Official Gazette of the Republic of Slovenia*, no. 52/07, 34/11 and 101/11, viewed on, 4 May 2022, <http://www.pisrs.si/Pis.web/pregledPredpisa?id=PRAV7259#>.
- Official Gazette of the SRS, No. 36/64 and 11/65, viewed on, 4 May 2022, <http://pisrs.si/Pis.web/pregledPredpisa?id=ZAKO1851>.
- Pomurec.com n.d., *Moderni turizem – preko vlaka in ladje do letal*, viewed on, 4 May 2022, [http://www.pomurec.com/vsebina/1642/Moderni\\_turizem\\_\\_preko\\_vlaka\\_in\\_ladje\\_do\\_letal](http://www.pomurec.com/vsebina/1642/Moderni_turizem__preko_vlaka_in_ladje_do_letal).
- Prezelj, I. (2001), "Grožnje varnosti, varnostna tveganja in izzivi v sodobni družbi", *Teorija in praksa*, Vol. 38, No. 1, pp. 127–141.
- Rahman, M. K., Zailani, S., and Musa, G. (2017), "What travel motivational factors influence Muslim tourists towards MMITD?", *Journal of Islamic Marketing*, Vol. 8, No. 1, pp. 48–73, <https://doi.org/10.1108/JIMA-05-2015-0030/full/html>.
- Ramos, V. and Untung, A. (2016), "Spa Tourism", in Jafari, J. and Xiao, H. (Eds.), *Encyclopedia of Tourism*, Springer, Cham, pp. 886–888.
- Rančić, M., Popov-Raljić, J. and Pavić, L. (2013), "Spa-Wellness Center as Part of the hotel Facility", *Turizam*, Vol. 17, No. 2, pp. 45–59.
- Reliefweb n. d., *Global Peace Index 2022*, viewed 1 March 2023, <http://www.reliefweb.int/report/world/global-peace-index-2022>.
- Reason, J. (1998), "Achieving a safe culture: Theory and practice", *Work & Stress*, Vol. 12, No. 3, pp. 293–306, <https://doi.org/10.1080/02678379808256868>.
- Reason, J. (2016), *Organizational Accidents Revisited*, CRC Press, London, <https://doi.org/10.4324/9781315562841>.
- Singhal, T. A. (2020), "Review of coronavirus disease 2019 (covid-19)", *Indian Journal of Pediatrics*, Vol. 87, pp. 281–286, <https://doi.org/10.1007/s12098-020-03263-6>.
- Sio-Chong U, T. and Yuk-Chow So, Y. (2020), "The impacts of financial and non-financial crises on tourism: Evidence from Macao and Hong Kong", *Tourism Management Perspectives*, Vol. 33, <https://doi.org/10.1016/j.tmp.2019.100628>.
- SIQ n.d., *Sistemi vodenja varnosti živil*, viewed 5 June 2022, <https://www.siq.si/>.
- Slovenian Tourist Board STOb n.d., *Turizem v številkah 2021*, viewed 5 March 2023, [https://www.slovenia.info/uploads/dokumenti/tvs/2021/2021\\_Turizem\\_v\\_%C5%A1tevilkah.pdf](https://www.slovenia.info/uploads/dokumenti/tvs/2021/2021_Turizem_v_%C5%A1tevilkah.pdf).
- Slovenian Tourist Board STOb n.d., *Turizem v številkah 2022*, viewed 5 March 2023, [https://www.slovenia.info/uploads/dokumenti/tvs/2022/2023\\_04\\_STO\\_TV\\_SLO\\_web.pdf](https://www.slovenia.info/uploads/dokumenti/tvs/2022/2023_04_STO_TV_SLO_web.pdf).
- STAkrog n.d., *Migrantska kriza eden največjih izzivov za EU*, viewed 5 March 2022, <https://krog.sta.si/2490161/migrantska-kriza-eden-najvecjih-izzivov-za-eu>.
- UNCTAD n. d., *Global impact of war in Ukraine on food, energy and finance systems*, viewed 15 September 2022, <https://news.un.org/pages/wp-content/uploads/2022/04/UN-GCRG-Brief-1.pdf>.
- UNWTO n.d., *Global and regional tourism performance*, viewed 1 March 2023, <https://www.unwto.org/tourism-data/global-and-regional-tourism-performance>.
- Vogrinc, J. (2008), *Kvalitativno raziskovanje na pedagoškem področju*, Univerza v Ljubljani, Pedagoška fakulteta, Ljubljana.
- WHO n.d., *Q&A on coronaviruses (COVID-19)*, viewed 12 March 2022, <http://www.who.int/news-room/q-a-detail/q-a-coronaviruses>.
- Žnidarič, B. (2004), "Dileme in perspektive preventivnega delovanja slovenskih zavarovalnic", *Teorija in Praksa*, Vol. 41, No. 3/4, pp. 535–547, <https://doi.org/dk.fdv.uni-lj.si/tip/tip20043-4znidaric.pdf>.

**Sebastjan Repnik**, PhD, Assistant Professor  
Faculty of Commercial and Business Sciences  
Lava 7, 3000 Celje, Slovenia  
+386 3 4285591  
[sebastjan.repnik@gmail.com](mailto:sebastjan.repnik@gmail.com)

**Elena Marulc**, PhD  
Faculty of Commercial and Business Sciences  
Lava 7, 3000 Celje, Slovenia  
+386 3 4285591  
[elena.marulc@gmail.com](mailto:elena.marulc@gmail.com)