

Research on satisfaction in the workplace and motivation of employees in the tourist facilities in the municipality of Ohrid

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Maja J. Georgioska

Risto B. Rechkoski

University “St. Kliment Ohridski” - Bitola

Faculty of tourism and hospitality - Ohrid

Republic of Macedonia

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Abstract

In today's modern operating (businesses) of tourist facilities, the management of human resources includes several areas of interaction between management and employees, from planning, recruiting, providing salaries and awards, to maintaining schemes for promoting the system and even annulling an agreement with the staff. But the fundamentals of each tourism capacity is the ability for quality organization and constantly increasing profits, and that means, reliable employees who are satisfied with their work and always open for learning and upgrading their knowledge through theoretical and practical education. In addition, in many tourist facilities there are employees who are dissatisfied with the work and want to leave, which directly affects the capacity and their previously invested resources, which leads to negatively operating capacity. The basics of proper management with the human resources are through control and maintenance of the satisfaction of employees to help the facilities in their operating and to increase the profit, which can show the efficiency and efficacy of the tourism capacity.

In this study, through the method of survey on random samples, we will try to explore how employees experience their work, are they satisfied with the same, and whether they notice that the management of human resources is applied.

Keywords: tourist facilities, human resources, motivation, employees, Municipality of Ohrid.

MAIN PART

Introduction

Proper human resource management can be realized through controlling and maintaining employee satisfaction, to help increase the profit and for them to operate healthy, which would show the effectiveness and the efficiency of the tourism capacity. Job satisfaction and motivation of employees are one of the most researched topics in the field of human behavior in all organizations and in tourist facilities as well. The reason for this is certainly a popular belief that a happy worker is both highly motivated and productive employee and the organization's success can be achieved with satisfied employees. But there are employees who, despite being satisfied with their salary, don't have an opportunity to advance in their career and have high expectations. The subject of this research study is an examination of the job satisfaction and motivation of employees in tourism facilities in the Municipality of Ohrid, direct examination on the existence of management of human resources in tourism. The aim of the research is to determine whether the management of human resources is applied in tourist facilities, whether employees are satisfied with their job and what motivates them to continue to work.

Definition of the satisfaction on the workplace and motivation of employees

Definition of the satisfaction on the workplace

In order to determine the employee satisfaction on the workplace, the most important thing is to determine their attitude towards their work. This standpoint is called satisfaction on the workplace, and can be briefly defined as "cognitive, affective and judgmental reactions of the employees to their work". Job satisfaction is a complex approach which contains a number of assumptions and beliefs about the work (cognitive component), feelings about the work (affective

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component) and evaluation of the work (evaluative component). As an important theoretical definition for evaluating job satisfaction, is taken that of John Locke, or Lock's theory of value. According to this theory, job satisfaction exists to the degree to which people are satisfied with the result of the work and an employee who achieves more results will have better value and more satisfaction. Impact on the satisfaction doesn't just have the amount of the reward, but the type of the reward as well, or whether the prize matches the effort. According to Lock's theory, employees who have small salary don't have to be satisfied if their salary is not the most important factor for evaluating job satisfaction. A simple example of this would be a creative, young employee in tourist facility who has the permission to create something new, to participate in training, to gain practical experience and to advance his career; this is what motivates employees to go ahead and to contribute to increase the profit.

On the total job satisfaction affect has the imbalance or deviation from expectations of satisfaction in relation to certain aspects of the work, but not the amount of satisfaction that comes of itself. So, in order to determine the satisfaction, we must consider the employee's expectations regarding the work. In addition, people tend to link the levels of satisfaction, viewed from several aspects, with the levels of discrepancies between expectations and satisfaction.

Organizational factors which determine the job satisfaction

- 1. Work performed independently by the employees** - Employees are happier when they are challenged to complete activities in a workplace using their brain, than when they have to perform simple and routine work. Three are the characteristics of the challenge of the workplace:

- Allowing employees to work on different tasks

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- Giving freedom of acting on the job
- Providing feedback towards the employees regarding the performance of the task that was given to them.

2. **Application of the rewarding system** – there is an unwritten rule that the larger the amount of the salary, the more satisfied are the employees with their job, but we must know that, it's more important to define the system of a correct salary allocation, than the amount of the salary itself.
3. **Pleasant working conditions** – it would be logical to state that the better the working conditions are, the higher the employee satisfaction is, and the most important thing is that it's not enough to provide only physical conditions, but also to have positive atmosphere and to feel accepted. In this way the employees will perform their tasks more effectively and more efficiently, thus achieving better performance.
4. **Collegiality** – the social environment is an important factor in evaluating the satisfaction in the workplace. For example, employees are satisfied with their work when they're working with colleagues with whom they have good or very good personal relationship and if there is a pleasant social atmosphere in the workplace, and this particularly refers to employees who are not interested in career advancement. Collegiality also refers to the relation with the superior leader or manager, and if the employee has good relationship with the manager, the latter will often reward him, will observe his work, building a better relationship with him. Besides the great social culture, great impact on collegiality also has the national culture, or the country where the work tasks are performed.
5. **Organizational structure** – large number of studies show that there is greater satisfaction among employees if the organization is more decentralized, which gives opportunity to

participate in the decision-making regarding the everyday activities. This would be quite logical, but we must consider the possibility of a certain cultural limitations because the decentralization can be a possibility for employee satisfaction, but only if they have presuppositions and expect that the power can be as evenly as possible distributed within the organization. This can be achieved in national cultures that have low power distance, whereas in cultures with high power distance, employees don't expect their opinion to be respected and to be involved in the decision-making in the workplace.

Personal factors that determine the job satisfaction

- 1. Achieving harmony between personal interest and work** – satisfied with the work are those employees whose personal profile, knowledge and skills they possess fully meet the needs of the workplace. In this case the employee feels that the job allows him to express his personality, to express his knowledge and his skills, and the connection between the ability and the requirements in the workplace will lead to better results, better prizes and of course to greater satisfaction.
- 2. Work experience and age** – older employees and employees with more work experience tend to be more satisfied with the work and the workplace, than those with less work experience in the specified place. This doesn't happen just because the employee in time becomes better and better at the job, provides better results and is often rewarded; here we can see the cognitive components. Even those who initially weren't satisfied with the job, if they stay longer in the same workplace they will convince themselves that they are satisfied with it.

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3. **Position and status** – the higher hierarchical level of the employee, the more pleased he is with the work he's performing, which means that he has bigger income, possesses certain status symbols, more power, social influence and respect in certain circles.
4. **Total life satisfaction of the employee** – the overall life satisfaction of employees reflects positively on the workplace, and vice versa, job satisfaction has a positive effect on life satisfaction.

Effects of satisfaction in the workplace

Satisfaction by itself isn't a goal that should be achieved and it doesn't apply only on productivity, but also on some other phenomenon in the organization or in the tourist facilities, such as absenteeism and fluctuation.

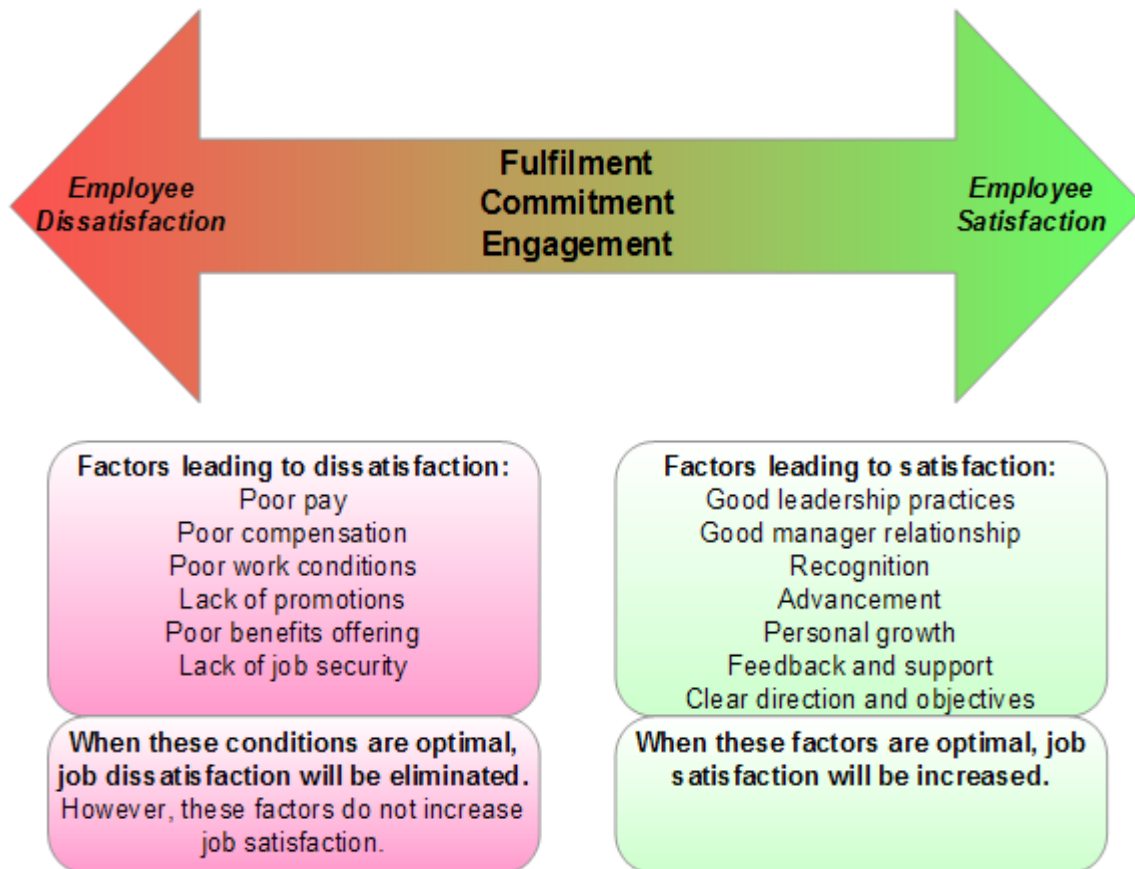
The employee satisfaction from their workplace has three main effects:

- **Satisfaction and productivity** – there are several reasons why there isn't a strong and direct relationship between job satisfaction and job productivity. First of all there is a great possibility for other factors to affect the productivity, not just the satisfaction of the employees, since in many organizations there is a technology where the worker has little impact because the technological process determines the speed of the work. Secondly, satisfaction or dissatisfaction of workers can affect productivity. The increase in productivity causes improved performance, and thus increases the rewards for the employees and the satisfaction. The satisfied worker will not only be productive, but will also create better atmosphere in the workplace and will positively affect other employees.

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Scheme 1: Schematic view of satisfaction in the workplace, Source: Field, J. "Job Satisfaction - Model for retention", USA, 2008



- **Absence from work** – practice shows that satisfied employees are less absent from work, but the reasons for that may be of different nature, for example fear of losing the job. Some employees even take responsibilities for their colleagues or clients.
- **Fluctuation** – the rate of fluctuation is higher in organizations with high employee dissatisfaction, than in those with low degree of satisfaction, but in this case there are many mediator variables that can complicate the relationship. Disgruntled employees remain on the position because there is no other choice, or nowhere to go. That would

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mean that the correlation between satisfaction and fluctuation is affected by economic conditions such as the level of unemployment in a country and it's a lot easier to quit the job for those who are generally satisfied with their life, but not with their work, than those who are dissatisfied with the life and the workplace in general.

Motivation as a measuring factor of job satisfaction and motivation of employees in tourist facilities

The people, their needs, motivation and satisfaction are becoming the focus of the management of human resources in every tourism capacity, because it realizes that human capital is the main weapon of competitive advantage and ability on the global tourism market. The human brain is a complex psychological system that has many tools to increase motivation. The influence of human resources should be understood as a process in which each activity and function plays a crucial role in building a successful and healthy tourism capacity. Managers must represent the link between the employees and the organization, and they must perform their function under the management of human resources, thus achieving completeness of the system, satisfaction of the employees and also the goal of the organization. One of the main tasks of the management of human resources within a tourism capacity is defining the objective policies and reward system, and the condition for that is a better knowledge as possible and understanding of the motivation of the employees.

The system of rewarding and motivating can't depend only on the behavior of the individuals, but also on the attitude of the managers. The system of incentives for tourist facilities must contain three types of relationships that are essential for its functioning and its development:

1. Employees have to be drawn into the system and they have to stay in it

2. Employees must perform their duties and responsibilities with pleasure
3. Tourist facilities must develop creative and innovative activity, with the purpose of developing the same

In order for the motivating system to function in practice, a good combination of financial and non-financial factors of motivation is needed, which will allow satisfaction of various human needs.

Financial compensation – appropriate material reward is necessary, but is not a sufficient condition for developing a broad motivational base within the organization. In the developed economic systems the non-pecuniary compensation it's becoming more important, while in our country the number one motivation factor is the salary and the reason for that is primarily because of the different economic conditions, culture and inheritance of function. Assembling the system of motivation, there are certain rules and managers of tourist facilities must adhere to them:

1. It must be put an emphasis on teamwork performance and reward as part of the overall success of the organization
2. Distribution of bonuses must be simple
3. Manager salaries must be high, but they should be the first on the list of reduction and lowering in case of bad financial results.

The reward system can be on individual level according to the complexity of the job, working conditions, success bonuses, commissions and advancement, and it can also be on level of the organization according to the influence of the employees in the company's profit, stock ownership, team and group bonuses.

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Non-financial compensation – the system of motivation of employees with financial compensation must contain nonfinancial character because the aim is to meet various human needs. Needs shouldn't be just material, but also social and psychological, and knowledge and creativity are being the basics for efficient and successful modern organization. Motivational basics must be extended with a group rewarding system, which except material compensation, includes other factors of motivation – establishing a goal, making decisions, autonomy and responsibility, forming of the work, collaboration, flexible working time.

Empirical research on job satisfaction and motivation of employees in tourist facilities in the Municipality of Ohrid

Methodological aspects of empirical research

The previously presented theoretical elaboration and practical examples define the job satisfaction and the motivation of employees in tourist facilities, the parts that determine how they are measured and the factors influencing them. The main tasks set in the research are determination of the existence of management of human resources in tourist facilities in the Municipality of Ohrid, determination of the main motivations of employees and determination of the ways of employment. Besides this, the main hypothesis that has to be proven, is the assumption that the management of human resources in tourist facilities in the municipality of Ohrid is on low level, and the sub-hypothesis are salary as a unique motivator, with what the tourism capacity wants to satisfy its employees and the recruitment of staff takes is done in a completely incorrect way. The lack of relevant statistical support that could show the current situation and the lack of regional and national indicator to measure the satisfaction and motivation of employees, are an obstacle for further analysis and comparison.

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In an attempt to analyze job satisfaction and motivation of employees in tourism facilities in the municipality of Ohrid, and to determine the level of representation of management of the human resources, an empirical – survey (questionnaires and informal interviews) was conducted. The results of this survey show the standpoint of the activities that initiate immediate carriers of tourism.

Content of the questionnaire

The questionnaire contains a series of related questions, which are easy to answer and don't take much time from the respondents. It covers current concepts that can accurately define job satisfaction and motivation of employees. The questionnaire contains two main parts:

- **Part 1** – General information – gender, age and how long you are employed at the current job position.
- **Part 2** – the second part contains views of respondents on job satisfaction and motivation of employees.

Analysis of the results of the survey

In the survey conducted in the municipality of Ohrid a total of 33 randomly selected employees in tourist facilities, such as hotels, motels, restaurants, camps, café bars, apartments and tourist agencies, were included. The survey was voluntary and was conducted during July 2013. The filling was carried out separately, so that there wasn't any technical error in their filling. Survey results are processed and displayed with descriptive and analytical statistical methods, and the results are presented in tables and graphs.

The collected data are analyzed with their mutual calculated Pearson's correlation, and individual results are tested with Student T- test. Tables and charts are taken from Output's statistical software "SPSS for Windows 20th".

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Table 1 – Descriptive statistical parameters according to gender about the attitudes for job satisfaction, managers and fear for the workplace, Source: SPSS output

	Gender	N	Mean	Std. Deviation	Std. Error Mean
How afraid you are that you will lose your job?	Male	13	3.23	1.48	.41
	Female	20	4.30	.80	.18
How satisfied are you from the manager of the tourist center?	Male	13	3.23	1.17	.32
	Female	20	4.15	.93	.21

Table 2 - T-test about gender the attitudes for job satisfaction, managers and fear for the workplace, Source: SPSS output

		T-test for Equality of Means						
		t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
							Lower	Upper
How afraid you are that you will lose your job?	Equal variances assumed	-2.506	31	.018	-.92	.37	-1.67	-.17
	Equal variances not assumed	-2.389	21,703	.026	-.92	.38	-1.72	-.12
How satisfied are you from the manager of the tourist center?	Equal variances assumed	-2.693	31	.011	-1.07	.40	-1.88	-.26
	Equal variances not assumed	-2.386	16,623	.029	-1.07	.45	-2.02	-.12

Diagram 1

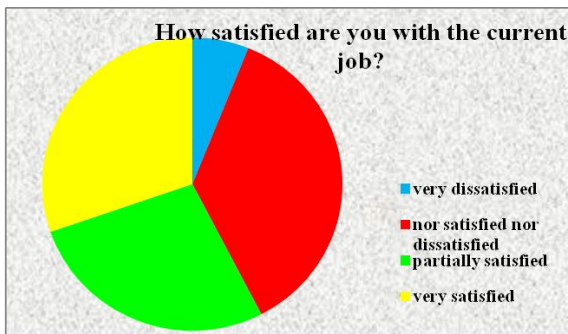


Table 3 - Table display of diagram 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very dissatisfied	2	6,1	6,1	6,1
Nor satisfied Nor dissatisfied	12	36,4	36,4	42,4
Partially satisfied	9	27,3	27,3	69,7
Very satisfied	10	30,3	30,3	100,0
Total	33	100,0	100,0	

Diagram 2



Diagram 3

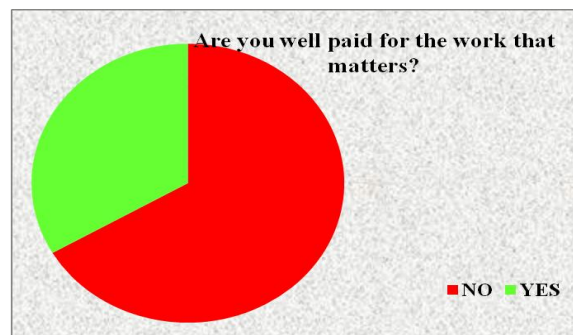


Table 4 - Table display of diagram 2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very dissatisfied	3	9,1	9,1	9,1
Partly unsatisfied	6	18,2	18,2	27,3
Nor satisfied	9	27,3	27,3	54,5
Nor dissatisfied	8	24,2	24,2	78,8
Partially satisfied	7	21,2	21,2	100,0
Very satisfied				
Total	33	100,0	100,0	

Diagram 4



Table 5 - Table display of diagram 4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very dissatisfied	1	3,0	3,0	3,0
Partly unsatisfied	3	9,1	9,1	12,1
Nor satisfied	9	27,3	27,3	39,4
Nor dissatisfied	9	27,3	27,3	66,7
Partially satisfied	9	27,3	27,3	94,0
Very satisfied	11	33,3	33,3	100,0
Total	33	100,0	100,0	

Diagram 5

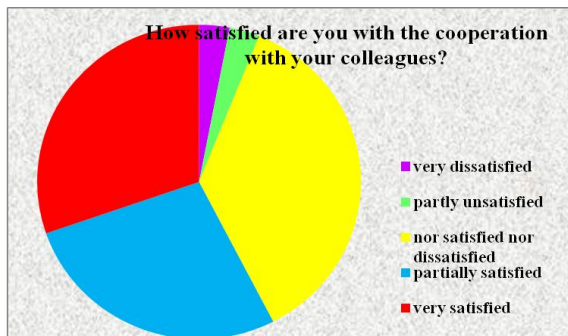


Table 6 - Table display of diagram 5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very dissatisfied	1	3,0	3,0	3,0
Partly unsatisfied	1	3,0	3,0	6,1
Nor satisfied	12	36,4	36,4	42,4
Nor dissatisfied	9	27,3	27,3	69,7
Partially satisfied	10	30,3	30,3	100,0
Very satisfied				
Total	33	100,0	100,0	

Diagram 6

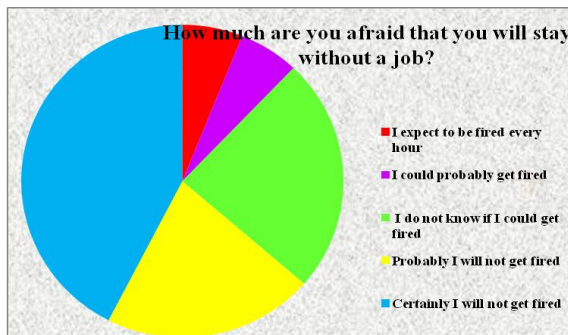


Table 7 - Table display of diagram 6

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid I expect to be fired every hour	2	6,1	6,1	6,1
I could probably get fired	2	6,1	6,1	12,1
I do not know if I could get fired	8	24,2	24,2	36,4
Probably I will not get fired	7	21,2	21,2	57,6
Certainly I will not get fired	14	42,4	42,4	100,0
Total	33	100,0	100,0	

Diagram 7

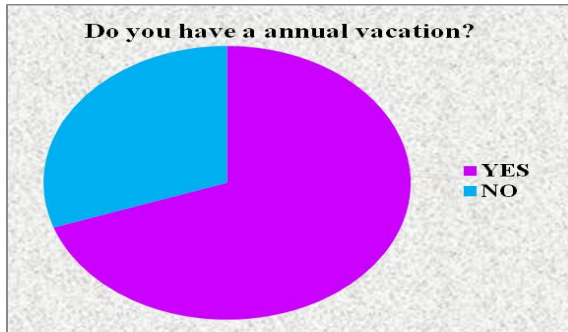


Diagram 8

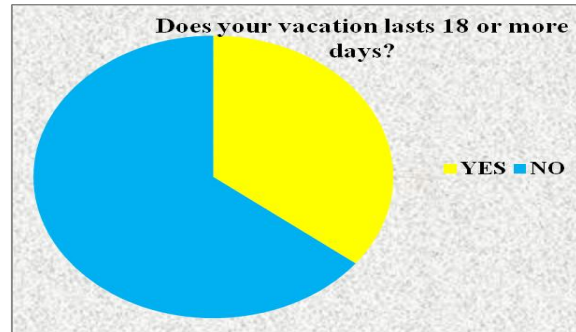


Diagram 9

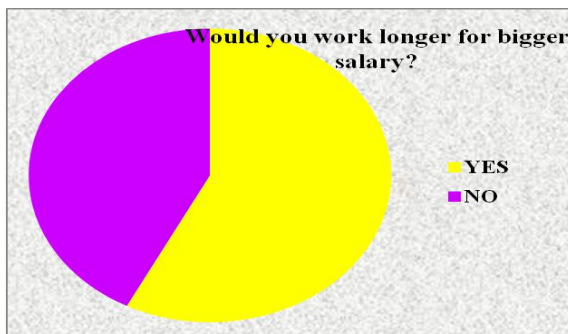


Diagram 10



Diagram 11

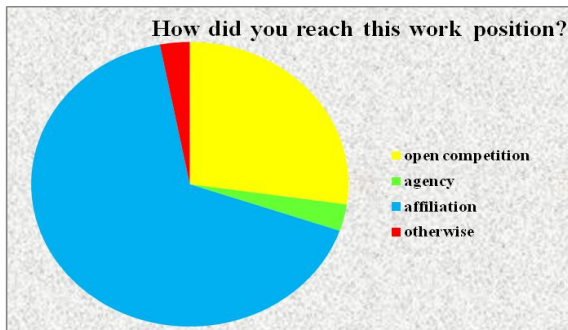


Table 8 - Table display of diagram 11

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Open competition	9	27,3	27,3	27,3
Agency	1	3,0	3,0	30,3
Affiliation	22	66,7	66,7	97,0
Otherwise	1	3,0	3,0	100,0
Total	33	100,0	100,0	

Brief discussion

1. If we look at the correlation of gender and other questions in the questionnaire, it's interesting to show the correlation between the genders and the satisfaction of employees with the managers, where women are accepted much better as a managers, and are more

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confident in their jobs. On the other hand, men like to work as long as possible in their workplace for a bigger salary, without even advancing in their career.

2. We can state with certainty of 95% that genders have different views on satisfaction in the workplace, on the managers and on the fear of losing the job.
3. For the question “Are you satisfied with the current job” there is a huge positive correlation with the question “Are you satisfied with your manager”. Based on this we can conclude that employees identify their work with managers and it can be seen a significant association between job satisfaction and salaries, which helps us conclude that salary is the only motivator for employees. Noticeable is the high negative correlation between job satisfaction and the desire to work as long as possible to earn more.
4. The question how much are the examined employees satisfied with their salary is closely related to the job satisfaction, the managers, the duration of holidays, but there is a clear negative correlation in the desire to work for higher wages.
5. Subjective satisfaction related with employees is also closely associated with job satisfaction, salary, relations with colleagues; there is increased safety for staying in the workplace and there is reduced desire for more work for higher salary.
6. The satisfaction with the cooperation with colleagues in the workplace it's negatively associated with the fear that you can stay without job, but it's positively correlated with satisfaction with the managers who manage tourist facilities in which the survey was conducted.
7. The sense of security in the workplace, despite the offered answers in the question, gives us negative correlation with the length of vacation and with the desire to work for more money.

8. The answer to the question: “Does your supervisor or manager harass you”, is negatively correlated with satisfaction with the managers in the workplace. The duration of the vacation is strongly correlated with many other issues such as length of service, satisfaction from the salary, satisfaction on the job position, lack of fear of dismissal and salary level.
9. The desire for a better job with longer working hours is closely but negatively related to the attitude of the managers towards the staff, with the satisfaction on the job position and the salary, but also with the security in the workplace. Small number of the respondents employed in tourist facilities have said that they would go to another job for smaller salary, but those are the employees who haven't established good relationships with their colleagues or have aversion towards the job.
10. From the last table 8 we can observe that 66.6% of the surveyed employees found their job pulling some strings or through friends or relatives, which shows the true picture of employment opportunities in tourist facilities, as well as the possibility for development in the management of human resources in the surveyed facilities where the surveyed individuals work.

Conclusion

Based on a survey of the satisfaction on the job position and motivation of employees in tourist facilities in the municipality of Ohrid and on the analysis and elaboration of the results, we can conclude that employees in tourist facilities define their salary as main motivator for the satisfaction on the job position, which proves the first hypothesis. Further, another factor that determines satisfaction and motivation is the duration of the vacation, while relationships with colleagues aren't that important but are in a close correlation with the managers' influence.

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The asked questions “Would you work more for better salary?” and “Would you change your job position for smaller salary?” are closely related to each other and the dissatisfaction in the workplace, the manager’s influence and the money are related to the desire to work for higher salary, but that relation is reducing and even at times it doesn’t exist when it comes to lower salary, so because of that employees stay at their job positions although they are dissatisfied and poorly motivated.

What is surprising and stands out of the general picture is gender imbalance, in other words, less satisfaction from the relation with the managers and salary occurs among males and they are willing to constantly change their job position; females on the other hand appear to be more secure for their workplace. The last question reveals that almost 2/3 of the employees found their job pulling some strings or through friends or relatives, thus confirms the second hypothesis that recruitment of staff is done improperly.

According to the survey, as a general conclusion, we can state that no one cares about the satisfaction on the job position and motivation of employees in tourist facilities in the municipality of Ohrid. The management of human resources is on low level because managers impose the salary as a basic motivator to their employees, and employees accept that. In terms of other types of motivation there isn’t any significant change, and the main benefit appears the legally guaranteed vacation. The data that 2/3 of the employees found their job pulling some strings, speaks of the care of the management of human resources in each of the surveyed tourist facilities. Finally I would like to emphasize that although the sample taken for the study is small, the results are interesting and it would be good to repeat it after a certain period of time on a larger sample.

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