

RESEARCHING ATTITUDES TOWARDS WORK IN HOTEL INDUSTRY IN CROATIA AND MONTENEGRO

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Abstract: The main goal of this research is to explore the differences between hypothetical attitude towards work in the hotel industries of Croatia (CRO) and Montenegro (MNE) among the employees that have full time contract and the employees with some other (non-standard) type of contract. The purpose of this research is to correlate their attitudes with the type of contract they have and demographical features. There are five hypotheses and through the research some of them have been accepted and others rejected. The results of field research have been used as primary data. Survey has been conducted among hotel employees (N=452) along the Adriatic coast during the summer season 2018. Scientific methods of analysis and synthesis together with descriptive statistics and t-test, have been used to evaluate, formulate and present the results. The results obtained may be very important for managers in hospitality industry in the function of more efficient management of human resources, better prediction of employees' behavior and adaptation of the strategy related to human resources.

Key words: hotel industry, human resource management, attitudes toward work, full-time contract, non-standard types of contracts

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Introduction

Hotel industry generates high income, contributes to economic growth and to development of national economy. Also, it is very important factor of employment. Labour intensity of this activity, seasonality, domination of the female work force, reliance on the work force outside local market, high fluctuation, lower salaries, shifts, working holidays, imbalance of private life with work are just some of the reasons why precarious types of work are represented in hotel industry. In most European Union countries, the hotel industry records high rates of precarious work. International Labour Organization defines precarious work as work which offers no safety to their employees and safety is one of the basic elements of work. This term means work that is uncertain, unstable, and insecure and in which employees bear the risks of work (as opposed to businesses or the government) and receive limited

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social benefits and statutory protections (Kalleberg & Valas, 2018, p. 1). M. Ucur (2017) points out that part time contract is non-standard according to labour law and labour legislation, which we have accepted as a premise in this research. It means that hotel industry has, especially during the season, high number of employees with non-standard type of contract. That imposed the research question about precarious types of work and attitudes of precarious workers towards work in hotel industries of Croatia and Montenegro as well as economy in general. Competitive ability of each individual company and the entire hotel industry depends directly and substantially on their performance. Croatian hotel industry currently lacks more than thirty thousand of employees annually and Montenegrin hotel industry lacks more than twenty thousand. Besides maids, cleaners, animators, receptionists, waiters and chefs, there is also the lack of quality managers. It is a quantitative as well as qualitative shortage of human capital (Bilan et al., 2017). The authors who have been exploring working conditions in Poland (Kopycińska and Kryńska, 2016) and Central Europe (Cyrek, 2017) have come to similar conclusions about precarious work. In order to create an assumption to enhance new employment and to find the right solution to the problems that appear because of constant changes on labour market, we thought it would be appropriate to explore hypothetical attitudes about work in hotel industry among employees with full time contract and employees with different (non-standard) types of contract. Accordingly, the main goal of this research is to explore and analyse attitude towards work in hotel industries of Croatia (CRO) and Montenegro (MNE) among employees that have full time contract and employees with some other (non-standard) type of contract. This paper also explores and analyses differences in attitudes towards work that depend on demographic characteristics, by the gender of employees in the hotel industry.

Literature review and concept of research

Precariat, precarious work and class are new terms that are becoming more common in public discourse in recent years. Mr. Standing's book (2011) *The Precariat: The New Dangerous Class* contributed to this concept. It hadn't been brought to common use until 2015. / 2016. when international organizations (OECD 2014; 2016; Artz, Gregor and Zierahn, 2016), trade unions (Degryse, 2016; Velenduc & Vendramin, 2016) and foundations (Open Society, 2015). started to analyse changes on the labour market. Even recent researches that focus on the gig economy (Kessler, 2018) do not bypass changes in the labour market. All those analyses pointed out that full-time jobs that had been lost during the great economic depression 2008. / 2009. could hardly be get back. After the recovery of the world economy, companies mainly employ part-time workers, contract workers, seasonal workers, freelancers, etc. Precarious work is mostly represented in service activities (hospitality, transport, hotel industry, entertainment

industry, agriculture (seasonal), construction industry (bogus self-employment, seasonal), retail and cleaning services (McKay et al., 2012).

In the Croatian and Montenegrin scientific and professional society, exploring precarious work and precarity as a phenomenon of the labour market is more recent (Becic et al., 2019; Blagojevic Popovic et al., 2018; Draskovic and Bilan, 2019). J. Kulusic (2009) explores changes in forms of work and concludes that more flexibility is a necessary and desirable phenomenon, which, in addition to the enhanced social function of the state, leads to a better adaptation to the globalized world. A. Bilic, (2009) examines problems which more flexible forms of work have on safety in labour relations. M. Starcevic (2014) describes the beginning and the development of the research of precarious work and states methodological problems in defining precarious work. Platforms (Einav et al., 2016), as a new form of company in terms of the digital economy, strongly influence changes in the goods and services market as well as in the labour market. That is why both Croatian and Montenegrin accommodation renters, small and big, orient towards big platforms like Booking.com i Airbnb. Union of autonomous trade unions of Croatia (2013) has carried on research (N=394) among its members whose main goal was to establish the main features of precarious workers in Croatia. Results have been used to formulate unions strategy towards precarious work and workers. Moreover, it helped to direct requirements of the creators of national and EU politics related with the regulations of precarious work. The traditional role of unions (contracting trade union rights) involves fewer and fewer employees. Europe was unionized continent (Bahtijarevic-Siber, 1999) but that has changed. That is Croatian, Montenegrin but also a trend in the entire world. Main reasons for the reduction of union membership are definitely correlated with the change of the structure of employees. Nowadays, there is more people that are employed in small enterprises and service activities that are traditionally poorly organized when talking about unions. Also, there are more and more precarious types of work. Precarious workers in new economy often work from home. This type of work has been proved very useful during world wide pandemic caused by virus Covid – 19. Lee, D. et al. (2015) point out the important role international tourism has had in the economic growth of many small islands in the Indian Ocean, Caribbean and Pacific. Also, they point out not only the importance that hotel industry has in creating new jobs, directing foreign investments and the growth of private and public sector revenues but also the fact that international tourism even in conditions of high demand affects the structure of employees, creates high number of poorly paid, low-skilled precarious types of work and increased demand for hiring labour force from abroad. P. Meliani, P. (2010) explored the contradiction between workers and importance of precarious types of work in hotel industry. Key findings of their paper is that labour in hotel industry is characterized with low salaries and precarious types of work.

Several authors (Draskovic et al., 2019; Celebrities, 2013) point out that neo-liberal economic and political model replaced traditional model in prosperous nations. The characteristics of global market nowadays are precariousness, insecurity, higher risk and increased exploitation. Of course, changes haven't affected all sectors of economy equally. Slavnic, Z. (Ibid.) through the case study of working conditions in London's hotel industry in the 1980ies showed how insecure business environment, ethnic segmentation and informal economic arrangements, that were dominant in those days, were early signs of global economic characteristic today. High interest in the research of attitudes toward work is based on the assumption that they influence the workers' motivation and thus indirectly influence the outcome (Jerneic & Kultesa, 2012). Neglecting precarious workers and the quality of their engagement can affect their working values and form negative attitude toward work. That can negatively reflect on their working engagement and labour productivity. Therefore, it is not surprising that Croatian and Montenegrin hotel industries have serious problems with labour shortage. If hotel industry managers make serious efforts how to solve this problem, they will significantly improve moral of employees and labour productivity. Accordingly, we defined conceptual model of this research (Figure 1).

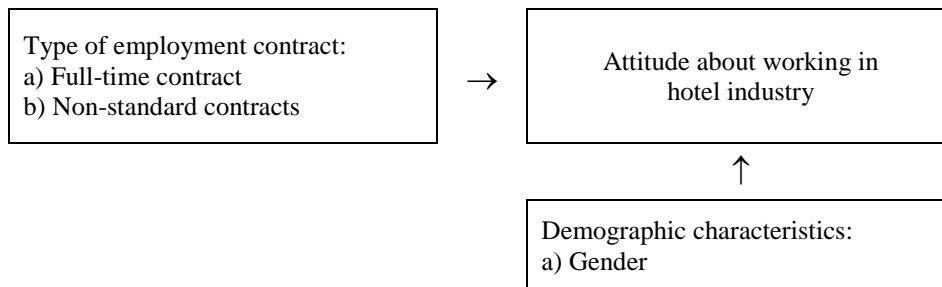


Figure 1: Conceptual model of attitudes about working in hotel industry

Researching attitudes towards work in hotel industry in Croatia and Montenegro depending on forms of employment contract is based on five statements (adapted from: De Cyppe et al., 2005; Cuyper et al., 2014):

- I am satisfied with my employment contract.
- The law regulations should enable the employers to hire or lay out the employees more freely.
- Employees without permanent contract can't practice any rights at work.
- Generally, I don't believe in union power in hotel industry.
- If I had a chance to change my job, I would do it.

Responses were obtained using a five point Likert scale from 1 (Strongly disagree) to 5 (Strongly agree). According to the statements that respondents agreed or disagreed with, we set five hypotheses:

H1: The employees with with full-time (permanent) contract are more satisfied with their contract than the employees with non-standard contract.

H2: The employees with non-standard contract unlike the employees with full-time contract think that the employers should have freer hands while hiring or laying out employees.

H3: The employees with non-standard contract unlike the employees with full-time contract think they can't practice any rights at work.

H4: The employees with non-standard contract, in general, don't believe in union power in hotel industry.

H5: If they had a chance, the employees with non-standard contract, would sooner change their job than the employees with full-time contract.

Sample and Methods

Respondents were working in hotel industry on the Adriatic coast. At the time when survey was carried out, respondents were under some type of contract within hotel industry (20.06.2018. - 30.09.2018). The respondents were selected on the basis of an appropriate sample, i.e. the availability of units. The research was conducted by using a questionnaire and in cooperation with the personnel working in human resources management department in hotel industry. The research was conducted among 452 respondents who were divided into two sub-samples, for the purpose of analysis. The first sub-sample consists of the employees with full-time contract (n=91) and the second one includes the employees with non-standard contract (n=361). Sub-samples enabled us to compare the workers with full-time contract and precarious workers. The subsample, comprised of workers with non-standard contract, mainly involved part-time workers (seasonal workers). Only 20,13% of the employees from the entire sample have a full-time contract while 79,87% of the employees have some sort of non-standard contract (Table 1). Among non-standard contracts prevail part-time contracts with full-time schedule.

Table 1: The type of employee's concluded contract in the hotel industry (N=452)

<i>Type of contract</i>	<i>Count</i>	<i>Cumulative - Count</i>	<i>Percent</i>	<i>Cumulative - Percent</i>
Full-time	91	91	20,13274	20,1327
Part-time (full-time schedule)	308	399	68,14159	88,2743
Part-time (less than full-time schedule)	9	408	1,99115	90,2655
Civil contracts, student s	33	441	7,30088	97,5664
Self-employment	2	443	0,44248	98,0088
Independent contractors-Cash paid job	7	450	1,54867	99,5575
Other	2	452	0,44248	100,0000
Missing	0	452	0,00000	100,0000

Non-standard contracts are a growing threat to the strength and future of the unions in the hotel industry. That has been confirmed by the data on union membership. In fact, only 53 respondents (11,73%) are members of the union while 399 (88,27%) are not. Increased attention is given to the level of education of the employees in the context of competitiveness of hotel industry. Most of the respondents had finished high school (4 years), 16,59% have got a college degree and 4,65% had finished only elementary school. Collected data have been processed using program Statistica. To determine statistically significant difference in attitudes towards work between employees with full-time contract and employees with non-standard contract, t-test has been applied.

Results

Researching attitudes towards work is extremely important because the employees' attitude form their behavior and that can directly and substantially influence on the productivity of the work. High rate of fluctuation and absence, poor job performances and low productivity are mostly result of negative attitude towards work in hotel industry. The results of the survey (Table 2) suggest that there is a neutral attitude among employees in the hotel industry about working in the hotel industry.

Table 2: Descriptive statistics of the dimensions of employee attitudes in the observed sample towards work in the hotel industry

	CS	LR	Rights	Pow_U	Change_J
MEAN case 1-452	3,48	3,23	2,83	3,22	3,34
SD case 1-452	1,13	1,09	1,23	1,16	1,25
VALID_N case 1-452	452	452	452	452	452
SUM case 1-452	1574	1460	1283	1457	1511
MIN case 1-452	Strongly disagree	Strongly disagree	Strongly disagree	Strongly disagree	Strongly disagree
MAX case 1-452	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree
_25th% case 1-452	Neither agree nor disagree	Neither agree nor disagree	Moderately disagree	Neither agree nor disagree	Neither agree nor disagree
_75th% case 1-452	Moderately agree	Moderately agree	Moderately agree	Moderately agree	Moderately agree

Based on data in Table 2 it is clear that the first quarter of respondents, according to all statements with exception to practising rights at work,

strongly disagree or disagree with statements. Last quarter fully agree with all listed statements. 50% of employees neutrally (neither agree, nor disagree) or generally agree with these statements. When talking about practicing rights at work, first quarter of respondents strongly disagree with the statement while the last quarter strongly agree with that statement. 50% of employees either moderately disagree, neither agree nor disagree or moderately agree with the statement. According to data in table 2 it is clear that two statements have the highest average rate and those are satisfaction with the contract (3,48) and that the employees with non-standard contract, would sooner change their job than the employees with full-time contract (3,34). Statements about law regulations (3,23) and power of union in the hotel industry (3,22) have almost the same mean case. Given results suggest that the employees in the hotel industry are becoming more aware that the labour market is becoming more flexible and that that is inevitable. Also, they do not believe that unions can adequately oppose this. In order to verify the hypothesis, a t-test was carried out which with 95% of reliability should confirm or reject the hypothesis. The results of the t-test are presented in Table 3.

Table 3: The results of t-test regarding the type of contract

	Full-time contract	Non-standard contract	t(df=450)
Contract satisfaction	M=3,75 SD=0,99	M=3,41 SD=1,16	2,60*
Law regulations	M=3,35 SD=1,04	M=3,19 SD=1,11	1,18**
Rights of employees	M=2,79 SD=1,31	M=2,85 SD=1,21	-0,40**
Power of Unions	M=3,10 SD=1,12	M=3,25 SD=1,18	-1,03**
Change of job	M=3,16 SD=1,39	M=3,38 SD=1,22	-1,51**

*p<0,05; **p>0,05

In the sector of tourism and hospitality women are represented by 54%. They are usually hired for seasonal jobs and have low salaries. They mostly work in shifts and are afraid of losing a job if ask for a free day or sickness leave. Since there is a lot of women working in hotel industry, it is necessary to explore gender differences in attitudes towards work. To confirm statistically significant difference in attitude toward work between women and men working in hotel industry t-test has been used (Table 4).

Table 4: The results of t-test regarding the gender structure

	Female	Male	t(df=450)
Contract satisfaction	M=3,51 SD=1,17	M=3,43 SD=1,07	0,78914**
Law regulations	M=3,14 SD=1,13	M=3,35 SD=1,03	-2,00435*
Rights of employees	M=2,69 SD=1,26	M=3,05 SD=1,05	-3,05494*
Power of Unions	M=3,20 SD=1,12	M=3,25 SD=1,23	-0,49335**
Change of job	M=3,30 SD=1,33	M=3,40 SD=1,14	-0,81019**

*p<0,05; **p>0,05

Discusions and implications for human resource management in the hotel industry

Hypothesis 1 suggests that the employees in hotel industry with non-standard contract are less satisfied with the contract than the employees with full-time contract. We accept hypothesis 1 with 95% significance (Fig. 2).

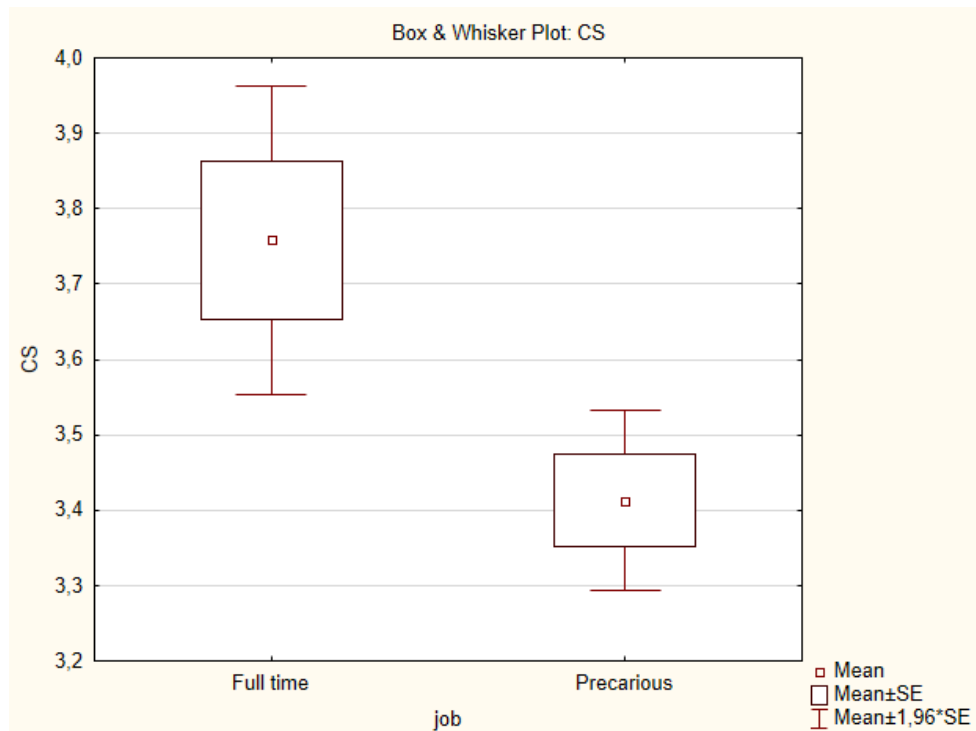


Figure 2: The relationship between the type of contract and satisfaction with the contract

Given results can indicate to managers in the hotel industry that the employees with non-standard contract would like to have full-time contract instead, with the company they work for or any other. While working, they look for a job on full-time contract. One of the solutions has been found in permanent seasonal workers who are given an income during the off-season (when they are not working) as well as paid pension and health insurance. Regarding genders, there is no statistical difference between women ($M=3,51$; $SD=1,17$) and men ($M=3,43$; $SD=1,07$) when talking about satisfaction about working in hotel industry.

Hypothesis 2 suggests that the employees with non-standard contract unlike employees with full-time contract are open minded when talking about flexibility and liberalization of the labour market. Surprisingly, higher percentage of the employees with full-time contract ($M=3,35$; $SD=1,04$) agree with that statement than the employees with non-standard contract ($M=3,19$; $SD=1,11$). We can say that the employees with full time contract feel safe and more confident at work. T-test results didn't lead us to conclude that mean cases are different so we reject hypothesis 2.

When talking about law regulations, statistically there is a significant difference between genders. Men ($M=3,35$; $SD=1,03$) unlike women ($M=3,14$; $SD=1,13$) think that employers should have freer hands when hiring or laying out employees. Hypothesis 3 suggests that the employees with non-standard contract feel they are in inferior position when talking about practicing rights at work. Relatively low number of employees agreed with this statement ($M=2,83$; $SD=1,23$) which means that it is not how it is done in practice. Although results suggest that the employees with full-time contract ($M=2,85$; $SD=1,21$), in a slightly higher percentage agree with the statement that the employees with non-standard contract ($M=2,79$; $SD=1,31$) we reject the hypothesis. However, statistically there is a significant difference when comparing genders. Men ($M=3,05$; $SD=1,15$), in higher percentage than women ($M=2,69$; $SD=1,26$), think that the employees that don't have full-time contract don't practice any rights at work.

Hypothesis 4 suggests that the employees with non-standard contract believe less in the power of unions in the hotel industry than the employees with full-time contract. Based on the data in Table 5, it is clear that only one in every four respondents, who have a full-time contract, is a member of the union, while only one in twelve, with non-standard contract, is a member of the union of the hotel industry.

Table 5: Union membership

Member of Unions	job - Full time		job – Precarious		Totals	
	Abs.	Rel.	Abs.	Rel.	Abs.	Rel.
Yes	23	25,27	30	8,31	53	11,72
No	68	74,73	331	91,69	399	88,28
All	91	100,00	361	100,00	452	100,00

Although results of the research are confirming that employees with non-standard contract ($M=3,2$; $SD=1,12$) trust less in the power of unions in the hotel industry than employees with full-time contract ($M=3,10$; $SD=1,18$), statistically significant difference can't be asserted so we reject this hypothesis.

Also, we can confirm there is no statistically significant difference between genders when we are talking about attitudes towards the union power in hotel industry.

Hypothesis 5 suggests that the employees with non-standard contract in the hotel industry would sooner change their job than the employees with full-time contract, if the opportunity comes. Although research results are suggesting that employees with non-standard contract ($M=3,38$; $SD=1,22$) would sooner change their job than the employees with full-time contract ($M=3,16$; $SD=1,39$) there is no statistically significant difference between them so this hypothesis is rejected.

Statistically significant difference between the genders can't be confirmed as well.

Conclusion

The mostly represented services of precarious work are those in the hotel industry. Precarious workers and the quality of their life has been neglected. This is one of the reasons why we should analyse their attitudes toward work in the hotel industry, suggest improvements and find solutions to enhance strategy and practice of human resource management. Those improvements must be in the interest of both employees and employer. Full use of human capital "trapped" in the precarious forms of work is directly in the function of individual and organizational development in the hotel industry. The results of the research suggest that the employees have mostly neutral attitude towards work in the hotel industry. Given results could instruct the managers in the hotel industry that their decisions should motivate, reward and involve hotel industry employees in the learning process. The employees with non-standard contract working in hotel industry are less satisfied with the contract than the employees with full-time contract and that is the only statistically significant difference between those two types of employees.

All other hypotheses are rejected because the results of the t-test didn't give us enough reasons to say that the employees with non-standard contract think that the employers should have freer hands when hiring or laying out employees, to think they can't practice any rights at work, don't believe in union power in hotel industry and that they would sooner change their job if the opportunity occurs. When talking about gender structure of the employees statistically there is a significant difference between their opinions on law regulations. There are more men than women who agree that the employers should have freer hands while hiring or laying out employees. Also, there are more men than women who think that the employees with non-standard contract don't practice their rights at work. In the future, the research should focus on the relationship between attitude towards work in the hotel industry and productivity of work.

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POSTAWY BADAWCZE WOBEC PRACY W BRANŻY HOTELOWEJ W CHORWACJI I CZARNOGÓRZE

Streszczenie: Głównym celem tych badań jest zbadanie różnic między hipotetycznym podejściem do pracy w branży hotelarskiej w Chorwacji (CRO) i Czarnogórze (MNE) wśród pracowników, którzy mają umowę na pełny etat, a pracownikami z innymi (niestandardowymi) typem kontraktu. Celem tych badań jest skorelowanie ich postaw z rodzajem umowy i cechami demograficznymi. Istnieje pięć hipotez i niektóre z nich zostały zaakceptowane, a inne odrzucone. Wyniki badań terenowych zostały wykorzystane jako dane pierwotne. W sezonie letnim 2018 r. Przeprowadzono badanie wśród pracowników hoteli (N = 452) wzdłuż wybrzeża Adriatyku. Do oceny, formułowania i prezentacji wyników zastosowano naukowe metody analizy i syntezy wraz ze statystykami opisowymi i testem t. Uzyskane wyniki mogą być bardzo ważne dla menedżerów w branży hotelarskiej w funkcji bardziej wydajnego zarządzania zasobami ludzkimi, lepszego przewidywania zachowań pracowników i dostosowania strategii związanej z zasobami ludzkimi.

Słowa kluczowe: branża hotelarska, zarządzanie zasobami ludzkimi, stosunek do pracy, umowa na pełen etat, niestandardowe rodzaje umów

克羅地亞和黑山酒店業的研究態度

摘要:本研究的主要目的是探討在具有全職合同的員工與其他(非標準)員工之間對克羅地亞酒店業(CRO)和黑山共和國(MNE)的假設工作態度之間的差異。)合同類型。這項研究的目的是將他們的態度與他們所擁有的合同類型和人口統計學特徵相關聯。有五個假設,通過研究,其中一些被接受,而另一些則被拒絕。實地研究的結果已被用作主要數據。在2018年夏季,對亞得里亞海沿岸的酒店員工(N = 452)進行了調查。科學的分析和綜合方法以及描述性統計數據和 t 檢驗已用於評估,制定和提出結果。所獲得的結果對於酒店業的管理者而言,在更有效地管理人力資源,更好地預測員工的行為以及適應與人力資源相關的策略方面可能非常重要。

關鍵詞:酒店業人力資源管理工作態度全職合同非標準合同