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**POVEZANOST STUPNJA OBRAZOVANJA, PREDANOSTI TVRTKI I
ZADOVOLJSTVA ZAPOSLENIKA: ANALIZA HOTELSKIH KUĆA U
ANDALUZIJI (ŠPANJOLSKA)**

**THE RELATIONSHIP BETWEEN LEVEL OF EDUCATION,
ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION: AN ANALYSIS
IN HOTEL ESTABLISHMENTS IN ANDALUSIA (SPAIN)**

SAŽETAK: Nisu svi zaposlenici sposobni generirati vještine i resurse kojima bi se ostvarila organizacijska produktivnost. Samo su kvalificirani ljudski resursi (HR), prepoznati i odani politici tvrtke, dio organizacijskih kompetencija. Stoga su čimbenici zadovoljstva zaposlenika radom te predanost tvrtki dvije ključne varijable koje moramo analizirati kako bismo ispravno procijenili i pravilno upravljali ljudskim kapitalom tvrtke. Posebno se velika važnost pridaje vrijednosti obrazovanja zaposlenika u svjetlu konkurentnosti turizma, što je u skladu s pretpostavkom kako stupanj obrazovanja zaposlenika izravno utječe na kvalitetu turističkih usluga. Cilj je ovog članka analizirati zadovoljstvo radnim mjestom i organizacijske obveze zaposlenika hotelskih kuća u Andaluziji (Španjolska), destinaciji čija je nesumnjiva konkurentna važnost u turizmu neupitna. Pronađene su evidentne razlike u stupnju obrazovanja zaposlenika, tako da rezultati svakako ohrabruju odjele upravljanja ljudskim resursima na identifikaciju, održavanje i razvoj resursa i potencijalnih sposobnosti njihovog ljudskog kapitala.

KLJUČNE RIJEČI: obrazovanje, zadovoljstvo zaposlenika, predanost tvrtki, ljudski resursi, hoteli, Andaluzija

SUMMARY: Not all employees are capable of generating skills and resources that may result in organizational productivity. Only qualified Human Resources, identified and committed to the company policy, are a part of the organization's competences. Therefore, elements like the worker's job satisfaction or the organizational commitment are two fundamental variables that need to be analyzed for the measurement and correct management of the company's human capital. Furthermore, the importance that the value of the workers' education presents towards competitiveness in tourism is highlighted since it is assumed that staff education is directly related to the quality of tourist service. The purpose of this paper is to analyze the relationship among educational level, job satisfaction, and organizational commitment of the employees of the hotel establishments in Andalusia (Spain), a destination of undeniable competitive significance in tourism. Evident differences were found among the level of education of workers, so the results have to encourage the human resources management to identify, maintain, and develop the resources and potential capabilities of their human capital.

KEYWORDS: education, job satisfaction, organizational commitment, human capital, hotels, Andalusia

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1. UVOD

Važnost proučavanja ljudi i njihova ponašanja u današnjim je organizacijama neupitna, posebice kada govorimo o uslužnom sektoru. Iz rastućih je globalizacijskih trendova proizašla potraga za novim strategijama koje omogućavaju doseganje konkurentne prednosti te, kada konkurencija može lako imitirati proizvode i usluge, lojalnost potrošača mora se podržavati razlikovnim faktorima umjesto samo opipljivim karakteristikama usluge. Dokazana je činjenica kako je razvoj ljudskih resursa vitalno pitanje koje se nametnulo u svjetskom turizmu današnjice te će se ono u budućnosti naći u središtu interesa turističkog menadžmenta (Esichaikul i Baum, 1998; Connolly i McGing, 2006), budući da je u njemu sadržana sama bit kvalitete turističke ponude (Amoah i Baum, 1997).

Stoga, zbog povećane potrebe za prilagođavanjem novim trendovima, ljudski se kapital smatra ključnim i diferencirajućim elementom iz čijih se sposobnosti mogu razviti trajne konkurentne prednosti. Ljudski kapital u turizmu možemo definirati kao količinu znanja (*know-how*) i vještina kojima raspolaže osoblje zaposleno u navedenom sektoru, a koje su proizašle iz ulaganja u formalno obrazovanje te stjecanje praktičnih znanja radnim iskustvom. (Lillo *et al.*, 2007).

Nadalje, važnost koju stupanj obrazovanja zaposlenika ima u ostvarivanju konkurentnosti u turizmu naglašava se indikatorima kao što su Monitor konkurentnosti (*Competitiveness Monitor*) koji je razvilo Svjetsko vijeće za putovanja i turizam (*World Tourism and Travel Council - WTTC*) u suradnji sa Sveučilištem u Nottinghamu. Ovim se Monitorom profilirao indeks turističke konkurentnosti koji sadrži osam skupina faktora, a među njima je i jedan koji se odnosi isključivo na ljudske resurse. Ovim se indikatorom ocjenjuje kva-

1. INTRODUCTION

The importance of the study of people and their behaviour in today's organizations is unquestionable, especially when referring to the service sector. The increasing globalization has provided the search for new strategies that permit to obtain competitive advantages and, once products and services are easily imitable by competitors, the customer's loyalty has to be supported by distinct factors rather than just the tangible attributes of the service. Human resource development has been identified as the vital issue facing world tourism today, and it develops into the future as the central focus of management in hospitality industry (Esichaikul and Baum, 1998; Connolly and McGing, 2006), since it constitutes the very essence of quality in tourism supply (Amoah and Baum, 1997).

Thus, the increasing necessity of adaptation to this new scenery considers the human capital as an essential and differentiating element, capable of introducing durable competitive advantages. We can define human capital in tourism as the quantity of know-how and skills owned by the staff in this sector, which originated in investments through formal education and work training (Lillo *et al.*, 2007).

Furthermore, the importance that the value of the workers' education presents towards competitiveness in tourism is highlighted through indicators such as the *Competitiveness Monitor* developed by the *World Tourism and Travel Council* in cooperation with the University of Nottingham. This Monitor develops an index of tourist competitiveness, combining eight groups of indicators where we can find a specific one regarding Human Resources. This indicator evaluates the quality of the factor *work* according to the Education Index of the United Nations, because it is assumed that staff level of education is directly related to

liteta faktora *rada* prema Indeksu obrazovanosti Ujedinjenih naroda (*the Education Index of the United Nations*), budući da se pretpostavlja kako je stupanj obrazovanja zaposlenika direktno povezan s kvalitetom turističke usluge. Problematika važnosti ljudskih resursa te njihova obrazovanja za potrebe turizma u cjelini analizira se u stručnoj literaturi (Amoah i Baum, 1997; Baum i Nickson, 1998; Esichaikul i Baum, 1998; Jayawardena, 2001; O'Mahony i Sillitoe, 2001; Knowles *et al.*, 2003; Littlejohn i Watson, 2004; Connolly i McGing, 2006).

S druge pak strane, nisu svi zaposlenici sposobni generirati vještine i resurse kojima bi se ostvarila organizacijska produktivnost. Stoga, Messmer (1999) zaključuje kako ljudski kapital mora biti visoko prilagodljiv filozofiji tvrtke, a Camison (1996) ukazuje na činjenicu kako su kvalificirani ljudski resursi, prepoznati i odani politici tvrtke, dio organizacijskih kompetencija. Stoga su čimbenici poput zadovoljstva zaposlenika radom koje ukazuje na stupanj naklonosti prema radnim zadacima ili predanost tvrtki, u smislu osjećaja pripadnosti i identificiranja s istom, dvije ključne varijable koje moramo analizirati kako bismo ispravno procijenili i pravilno upravljali ljudskim kapitalom tvrtke, ili, kao što Collins (2004:309) naglašava "stara premisa, kako su ljudi vaše najveće bogatstvo, potpuno je promašena. *Pravi su ljudi vaš najvažniji resurs*".

U brojnim je studijama dokazana veza između stupnja obrazovanja, profesionalnog zadovoljstva te predanosti tvrtki: Morris i Sherman (1981), Hunt *et al.* (1985), Kokko i Guerrier (1994), Clark i Oswald (1996), Sloane i Williams (1996) Grund i Slivka (2001), Gazioglu i Tansel (2002). Slično tome, utvrđeno je postojanje pozitivne veze između stupnja obrazovanja, zadovoljstva te predanosti u orijentaciji prema potrošaču (Ceyhan, 2004). U turizmu je stoga ključno poznavati povezanost navedenih varijabli budući da se radi o aktivnosti čiji je glavni faktor konkurentnosti ostvarivanje adekvatno orijentirane usluge prema potrošačima.

the quality of tourist service. The importance of human resources and their education for the tourism industry has been analyzed in the specialized literature (Amoah and Baum, 1997; Baum and Nickson, 1998; Esichaikul and Baum, 1998; Jayawardena, 2001; O'Mahony and Sillitoe, 2001; Knowles *et al.*, 2003; Littlejohn and Watson, 2004; Connolly and McGing, 2006)

On the other hand, not all employees are capable of generating skills and resources that may result in organizational productivity. Thus, Messmer (1999) maintains that the human capital has to present a high adaptability to the company's philosophy, and Camison (1996) indicates that qualified Human Resources, identified and committed to the company policy, is a part of the organization's competences. Therefore, elements like the worker's job satisfaction, that indicates a degree of the level of well-being towards his/her task, or the organizational commitment, as a sense of belonging and identification with the organization, are two fundamental variables that need to be analyzed for the measurement and correct management of the company's human capital. As Collins (2004:309) asserts "the old adage that people are your most important asset is wrong. The *right* people are your most important asset".

In numerous studies, the connection between level of education, career satisfaction and organizational commitment has been proved: Morris and Sherman (1981), Hunt *et al.* (1985), Kokko and Guerrier (1994), Clark and Oswald (1996), Sloane and Williams (1996) Grund and Slivka (2001), Gazioglu and Tansel (2002). Likewise, a positive connection is found in both level of education, satisfaction and commitment on customer orientation (Ceyhan, 2004). Thereby, in tourism, understanding the dependence between these variables is capital, since we are dealing with an industry whose main competitiveness sign is an adequate customer service.

Tako dolazimo do glavnog cilja ovog članka: analizirati povezanosti stupnja obrazovanja, zadovoljstva zaposlenika i predanost tvrtki zaposlenika u tvrtkama koje su dominantno orijentirane na uslužni sektor: hotelskim kućama. Ostali ciljevi ovog članka su sljedeći:

- Analizirati varijable koje dovode do višeg/nnižeg stupnja sveukupnog zadovoljstva zaposlenika, kroz povezanost sa stupnjem obrazovanja radne snage
- Istražiti utjecaje koje pojedini elementi radnog procesa imaju na stupanj predanosti tvrtki (prema stupnju obrazovanja zaposlenika).

Terensko se istraživanje odvijalo u destinaciji smještenoj na Iberskom poluotoku, destinaciji čija je nesumnjiva konkurentna važnost u turizmu neupitna: Andaluzija (Španjolska). Korištenjem specifičnih statističkih tehnika proučavane su razlike u stupnju obrazovanja ljudskoga kapitala ove destinacije te utjecaj stupnja obrazovanja zaposlenika na njihovo zadovoljstvo radom, kao i stupanj njihove predanosti tvrtki.

Dobiveni će nam rezultati omogućiti proširivanje znanja o ljudskoj komponenti ove grane hotelskog menadžmenta s obzirom na njegovu značajnu važnost u turizmu koja proizlazi iz direktne povezanosti s klijentima, bez posrednika. Ti će zaključci ukazati na korake u upravljanju ljudskim resursima potrebnima kako bi se implementirale strategije koje će omogućiti identificiranje, održavanje te razvijanje resursa i potencijalnih sposobnosti koje nudi ljudski kapital pojedinih tvrtki.

2. TEORIJSKI OKVIR

U ovom će se radu revidirati varijable u skladu s literaturom; sveukupno zadovoljstvo zaposlenika i predanost tvrtki, nakon čega će uslijediti analiza utjecaja stupnja obrazovanja na navedene varijable.

Having said that, the main purpose of this paper is to analyze the relationship between the level of education, job satisfaction, and organizational commitment of the employees in certain types of organizations that have considerable weight in the service sector: hotel establishments. The specific targets of the study are as follows:

- The analysis of variables that lead to a higher/lower degree of overall job satisfaction, identified in relation to the workforce's education.
- The research of the influence that some elements of the work have on the level of organizational commitment, according to the worker's education.

The fieldwork has been developed in one destination located in the Iberian Peninsula and of undeniable competitive significance in tourism: Andalusia (Spain). By means of distinct statistical techniques we study the differences in the level of education of the human capital at this destination and the influence of the workers' education on their job satisfaction, plus their level of commitment towards the organization.

The results obtained will permit broadening the knowledge of the human component of this branch of hotel management due to its significant relevance in this sector, because of its direct interrelation with clients, without any intermediaries. The achieved conclusions will indicate the steps of human resources management towards the implementation of strategies that will permit to identify, maintain, and develop the resources and potential capabilities that the human capital of the organizations has to offer.

2. THEORETICAL FRAMEWORK

At this section, we will make a revision of the variables according to specialized literature, overall job satisfaction and organizational commitment, followed by the analysis of the influence of the level of education on those variables.

2.1. Zadovoljstvo poslom

Temeljem brojnih definicija ovog pojma koje se mogu pronaći u organizacijsko-bihevioralnim studijama, sveukupno se zadovoljstvo poslom može smatrati "multidimenzionalnim i multidisciplinarnim konceptom koji obuhvaća emocionalno stanje, stavove, osjećaje ili razinu blagostanja koje pojedinac povezuje sa svojim zaposlenjem, što pak proizlazi iz veće ili manje diskrepancije u odnosu na ranija ili trenutna očekivanja zaposlenika, a koja se odnose na bonuse i važnosti njihova radnog mjesta, kao i do koje su mjere njihova očekivanja efektivno ispunjena (Sánchez *et al.*, 2007).

Pregledom literature naglašene su posljedice ove ideje na varijable kao što su: fluktuacija radne snage (Sousa-Poza i Henneberger, 2004; Harrison *et al.*, 2006); odsutnost (Johansson i Palme, 1996; Engström *et al.*, 2003; Harrison *et al.*, 2006); produktivnost (Iaffaldano i Muchinsky, 1985; Organ i Ryan, 1995; Hwang i Chi, 2005); te zadovoljstvo potrošača (Ugboro i Oben, 2000; Judge *et al.*, 2001; Arnett *et al.*, 2002). Povezano s time, Gallupova istraživanja (Cornfield, 1999) potvrdila su kako se u odjelima s boljim radnim okruženjem i višim zadovoljstvom zaposlenika bilježi veća produktivnost, rentabilnost i zadovoljstvo potrošača. Stoga se analiza zadovoljstva zaposlenika, kada se identificira kao faktor poboljšanja kvalitete rada koji direktno utječe na zadovoljstvo potrošača, mora smatrati prioritetom upravljanja ljudskim resursima pojedine organizacije.

U turizmu, kada se preostale opipljive karakteristike mogu lako imitirati, konkurentna prednost organizacije mora uključivati potragu za izvrsnošću neopipljivih karakteristika usluga.

Ljudski je kapital pojedinih tvrtki jedan od potpornih stupova konkurentnosti destinacije. Stoga je u organizacijama gdje percepcija usluge od strane potrošača ovisi o izravnom kontaktu sa zaposlenicima – kao

2.1. Job Satisfaction

Based on the numerous definitions of this element that can be found in organizational behaviour studies, overall job satisfaction may be considered a "multidimensional and multidisciplinary concept that assumes the emotional state, attitude, sensation or well-being degree experimented by the individual towards his/her job, as consequence of a larger or smaller discrepancy found in their past and present expectations, regarding the rewards and the role played by their jobs and to what degree these expectations are effectively achieved" (Sánchez *et al.*, 2007).

Literature revision highlighted the repercussion of this construct over variables such as staff turnover (Sousa-Poza and Henneberger, 2004; Harrison *et al.*, 2006); absenteeism (Johansson and Palme, 1996; Engström *et al.*, 2003; Harrison *et al.*, 2006); performance (Iaffaldano and Muchinsky, 1985; Organ and Ryan, 1995; Hwang and Chi, 2005); and client's satisfaction (Ugboro and Oben, 2000; Judge *et al.*, 2001; Arnett *et al.*, 2002). Being so, Gallup's studies (Cornfield, 1999) have verified that departments with better working environments and higher employees' satisfaction register higher productivity, rentability and clients' satisfaction.

Therefore, the analysis of the workers' satisfaction has to be considered a priority by the human resources management of the organizations, once it is assumed as a factor of improvement of the work quality that directly influences the clients' satisfaction.

In tourism, the competitive advantages of the organizations must involve the search for the excellence of the intangible elements of the services, once the remaining tangible attributes are easily imitable.

The human capital of the organizations is one of the supports for the competitiveness of the destination. Thus, in organizations where the clients' perception regarding the service it depends on the direct contact with the employees of the organization – such as the

što su hotelske kuće – od ključne važnosti osigurati zadovoljstvo poslom, budući da to direktno utječe na njihovu produktivnost i kvalitetu rada.

2.2. Predanost organizaciji

U literaturi se nude razne definicije "predanosti" (Porter *et al.*, 1974; Blau i Boal, 1987; Price, 1997; Testa, 2001; Meyer i Herscovitch, 2001). Međutim, sve one ističu ideju kako će predani radnik izraziti ciljeve i vrijednosti tvrtke u skladu sa željenim načinom napredovanja u profesionalnoj karijeri unutar te organizacije te uložiti veliki trud da ostvari svoj cilj (Mowday *et al.*, 1979). Predanost tvrtki tako postaje "psihološkom poveznicom" koja utječe na djelovanje radnika u skladu s ciljevima tvrtke čiji je zaposlenik (Porter *et al.*, 1974). Dakako, ne bismo smjeli zamijeniti pojam *predanosti* sa *zadovoljstvom*. Zaposlenik može biti zadovoljan svojim poslom a da ne osjeti pripadnost tvrtki koja će ga udobrovoljiti da ostane njen zaposlenik. Gledajući s organizacijske pozicije, predanost je globalnija karakteristika, konstantna u vremenu koja odražava ukupni afektivni odnos prema tvrtki, dok je zadovoljstvo direktno povezano s radnim položajem i određenim aspektima posla (Baker i Baker, 1999), s izravnijim reakcijama na opipljive zadatke povezane s obavljanjem određenog posla.

Istraživanja vezana uz posljedice proizašle iz predanosti tvrtki kao i sveukupnog zadovoljstva zaposlenika dominantno su se bazirala na učinke fluktuacije (Lin i Ma, 2004; Van Breukelen *et al.*, 2004), namjerama da odu iz organizacije (Gellatly, 1995; Powell i Meyer, 2004), kao i na produktivnosti ili rezultate radnika koji su predani tvrtki (Ward i Davis, 1995; Leung *et al.*, 1996). Tako se može pretpostaviti kako će predani zaposlenici ostati lojalni te će optimalnim obavljanjem radnih zadaća indirektno doprinijeti lojalnosti potrošača. Posljedično će se, temeljem lojalnosti potrošača

hotel establishments – it is crucial to ensure the workers' degree of job satisfaction as it directly influences their productivity and the quality of their performance.

2.2. Organizational Commitment

The literature presents varied definitions of "commitment" (Porter *et al.*, 1974; Blau and Boal, 1987; Price, 1997; Testa, 2001; Meyer and Herscovitch, 2001). Nevertheless, all these definitions point out the idea that a committed worker will share the objectives and values of the organization in a way that he/she wishes to progress in his/her professional career inside the organization and put a lot of his/her effort in (Mowday *et al.*, 1979). The organizational commitment then becomes a "psychological link" that influences the worker into acting according to the organization's targets. (Porter *et al.*, 1974). But one should not confuse *commitment* with *satisfaction*. The worker may feel satisfaction with his/her job and still not experience that he/she belongs to the organization in a sense that would make him/her stay in the organization. From the organizational point of view, commitment is a more global attitude, constant in time, which reflects a general affective response towards the organization, while satisfaction is directly connected to a job position and certain aspects of the work (Baker and Baker, 1999) with more immediate reactions to tangible aspects of certain tasks related to the job.

In relation to the consequences that result from the organizational commitment as well as from overall job satisfaction, the research studies have been essentially based on the effects of turnover (Lin and Ma, 2004; Van Breukelen *et al.*, 2004) and the intention to leave (Gellatly, 1995; Powell and Meyer, 2004), as well as on productivity or performance of the workers committed to the organization (Ward and Davis, 1995; Leung *et al.*, 1996). Therefore, it can be assumed that committed employees remain loyal and will perform

i rasta profitabilnosti, ostvariti napredak u poslovanju. Stoga je lako razumijeti da menadžeri ljudskih resursa mogu profitirati ukoliko prepoznaju predanost organizaciji: mogu djelovati na način da povećaju predanost zaposlenika kako bi pozitivno utjecali na tvrtku.

Predanost tvrtki mora biti dvosmjerna, tj., ne samo od strane zaposlenika prema poslodavcu već i *obrnuto*. Predsjednici uprava moraju stvoriti radno okruženje koje će poticajno djelovati na stvaranje osjećaja predanosti potrebnog zaposlenicima. Iz toga se nameće sljedeće pitanje: što pobuđuje osjećaj predanosti radu i organizaciji kod zaposlenika?

Ovim će se istraživanjem analizirati utjecaji pojedinih elemenata izvršenog rada na razinu predanosti tvrtki prema stupnju obrazovanja zaposlenika.

2.3. Stupanj obrazovanja

Evaluacija stupnja obrazovanja pojedinaца uključenih u turističke aktivnosti postala je prikladan pokazatelj ocjenjivanja kvalitete radne snage. Stoga *Monitor konkurentnosti (Competitiveness Monitor)*, kreiran u svrhu mjerenja turističke konkurentnosti pojedine destinacije (Gooroochurn i Sugiyarto, 2005), uključuje indikator ljudskih resursa u kojem se, nakon utvrđivanja direktne povezanosti s kvalitetom turističkog proizvoda za ocjenjivanje učinkovitosti primjenjuje *Indeks obrazovanja (Education Index) Ujedinjenih naroda*¹. Važnost zapošljavanja visokoobrazovanih zaposlenika postaje ključna u trenutku promjena tendencija turističke aktivnosti i sofisticacije novih proizvoda. U protivnom se može javiti problem manjka konkurentnosti u odnosu na ostale destinacije (Mariscal Galeano, 2005).

Indeks obrazovanja (Education Index) UN-a sastoji se od četiri kategorije: bez ob-

next to their optimal level indirectly contributing to clients' loyalty. In consequence, based on the clients' loyalty, higher profitability and development of the business can be achieved. Consequently, it is easy to understand how human resources managers may benefit from perceiving the organizational commitment: they may act in a way that induces the employees' commitment in order to benefit the organization.

The organizational commitment has to be bidirectional, i.e., not only from the employees towards the organization but also *vice versa*. The CEOs have to create job environments that help generate the commitment required by those professionals that belong to the organization. Thus, this raises the question: what makes an employee feel committed to his work and organization?

This present research will elaborate an analysis of the influence that some elements of the work that was carried out have on the level of organizational commitment, according to the worker's education.

2.3. Level of education

The valuation of the level of education of the individuals involved in tourist activities has become an appropriate indicator when it comes to quantify the quality of workforce. Thus the *Competitiveness Monitor*, which was created to measure the tourist competitiveness of a destination (Gooroochurn and Sugiyarto, 2005), includes a Human Resources' indicator in which the *Education Index* of the U.N.¹ is applied, in order to evaluate its efficiency, once it is considered directly related to the quality of the tourist product. Furthermore, the importance to incorporate employees with a high level of education becomes crucial in a change moment at tendencies in tourist activity and sophistication of new products.

¹ <http://hdr.undp.org/en/mediacentre/news/title,15493,en.html>

razovanja (ne čita niti ne piše); primarno, sekundarno i tercijarno obrazovanje.

S obzirom na utjecaj stupnja obrazovanja na osjećaj zadovoljstva i predanosti, moguće je, prema pojedinim radovima, pronaći negativne utjecaje na zadovoljstvo (Clark i Oswald, 1996; Sloane i Williams, 1996; Grund i Slivka, 2001; Gazioglu i Tansel, 2002). Ovo se, pak, može opravdati višim očekivanjima obrazovanih zaposlenika. Također se ističe faktor neusklađenosti stupnja obrazovanja s određenim poslom. Ukoliko je zaposlenik "preobrazovan" ili ima viši stupanj obrazovanja nego što je potrebno, mogu se javiti negativni utjecaji na zadovoljstvo poslom, što pak rezultira demoralizacijom i eventualno smanjenom produktivnošću. Ova je situacija česta u turizmu gdje je uobičajeno da iznadprosječni zaposlenici obavljaju manje zahtjevne zadatke koji nisu u skladu s njihovim obrazovanjem. U svom su istraživanju finskog ugostiteljstva Kokko i Guerrier (1994) pronašli inverznu povezanost dviju varijabli: previsokog obrazovanja i zadovoljstva zaposlenika. Na tragu povezanosti predanosti tvrtki i stupnja obrazovanja, prijašnje je istraživanje pokazalo inverznu korelaciju (Morris i Sherman, 1981; Hunt *et al.*, 1985). Dolazi ili do pada predanosti u obrazovanih zaposlenika, ili pak nije pronađena korelacija (Sager i Johnston, 1989).

Prema Lamu *et al.* (2001) hotelske kuće traže zaposlenike s nadprosječnim stupnjem obrazovanja. U stvari, empirijskom su analizom hotela u Hong-Kongu autori utvrdili kako najviše kvalificirani zaposlenici nisu zadovoljni svojim poslovima, što se može objasniti njihovim visokim očekivanjima i ambicijama. Autori sugeriraju hotelskom menadžmentu da motiviraju ove kategorije zaposlenika i omogućuje im da iskažu više potencijala dajući im više samostalnosti i uključujući ih u procese donošenja odluka. U isto su vrijeme zaposlenici s primarnom razinom obrazovanja izjavili kako su veoma zadovoljni radnim kolegama i

Otherwise, there could be a problem of lack of competitiveness with another destinations (Mariscal Galeano, 2005).

The *Education Index* used by the U.N. points out four staff categories: no studies (no read nor write); primary, secondary and tertiary studies.

Regarding the influence that the level of education may have on satisfaction and commitment, it is possible to find a negative effect on satisfaction, according to some works (Clark and Oswald, 1996; Sloane and Williams, 1996; Grund and Slivka, 2001; Gazioglu and Tansel, 2002). This may be justified by the higher expectations of better qualified staff. And it is referred that if the level of education is not suitable for the job category - if the employee is over-educated or has a higher level than required - overall job satisfaction can be negatively affected, causing demoralization and eventually lower productivity. This situation occurs frequently in tourism where it is usual to find above average employees performing low exigent tasks, not corresponding to their education. Kokko and Guerrier (1994) in their research about the Finnish hospitality industry, found an inverse relation between the two variables: over-education and job satisfaction. With regard to the relation between organizational commitment and education level, previous research has shown an inverse correlation (Morris and Sherman, 1981; Hunt *et al.*, 1985). Either commitment drops in higher education, or no correlation is found (Sager and Johnston, 1989).

According to Lam *et al.* (2001) the hotel establishments require workers with education levels above average. In fact, in their empirical analysis of hotels in Hong-Kong, the authors found that employees with the highest qualifications were not happy in their jobs, which can be explained by their high expectation and ambition. The authors suggest that the hotel management should motivate this type of workers that show high

svojim zadaćama, ali poprilično nezadovoljni svojom radnom učinkovitošću te mogućnošću napredovanja.

Nadalje, ukoliko bi bilo moguće ispuniti očekivanja vezana uz visinu plaća, poticaja i pregovora, a koja rezultiraju napetošću ukoliko su neispunjena, razina zadovoljstva zaposlenika porasla bi među najviše obrazovanim zaposlenicima (Lydon i Chevalier, 2002; Nikolaou *et al.*, 2005).

U radu se analiziraju razlike u zadovoljstvu i predanosti zaposlenika s obzirom na četiri kategorije obrazovanja kao i radna pitanja kojima se obje varijable uvode u navedene četiri kategorije.

3. METODOLOGIJA

Metodologija korištena u ovom empirijskom istraživanju temelji se na anketnim upitnicima koje su ispunili zaposlenici hotelskih kuća na području obuhvaćenom istraživanjem: Andaluzija (Španjolska).

Nemoguće je ignorirati turističku važnost ove destinacije. U 2006. godini Andaluzija je ugostila više od 25,1 milijun turista koji su ostvarili 43,8 milijuna noćenja, uz prosječnu dnevnu potrošnju od 53,03 € po turistu (Junta de Andalusia, 2007); ove brojke jasno pokazuju u kolikoj mjeri turizam sudjeluje u gospodarstvu ove autonomne pokrajine.

Opća populacija obuhvaćena ovim istraživanjem obuhvaća zaposlenike svih odjela, iz svih hotelskih kategorija ovog područja: 30.548 pojedinaca zaposlenih u 1.490 hotela u Andaluziji (izvor: *Encuesta de Ocupación Hotelera para la Comunidad Andaluza*).

Ispitanici su izabrani putem stratificiranog nasumičnog uzorka utemeljenog na ukupnom broju hotela svake pojedine kategorije te brojem ležajeva u svakom pojedinom hotelu. U Andaluziji² je ukupan broj od

her potential, by enriching their professional positions giving them more autonomy and involving them in decision taking processes. Meanwhile, workers with primary education declared to be very happy with their colleagues and their tasks, but quite displeased with their own professional performance and their option for job progression.

Furthermore, if the expectations about salaries, incentives and negotiation (that generate tension when not accomplished) could be achieved, the levels of satisfaction would rise up in the category of workers with the highest education levels (Lydon and Chevalier, 2002; Nikolaou *et al.*, 2005).

In the present study we will analyse the differences concerning satisfaction and commitment according to four categories of levels of education, as well as labour issues that lead both variables to each of those four categories.

3. METHODOLOGY

The methodology used in our empirical research is based on a questionnaire survey answered by the employees of hotel establishments located in the studying area: Andalusia (Spain).

No one can ignore the tourist relevance of this destination. In 2006, Andalusia has welcomed over 25.1 million tourists with a total of 43.8 million nights-stay and an estimated average daily expenditure of 53.03 € per tourist (Junta de Andalusia, 2007); these numbers clearly indicate the weight tourism represents in the economy of this Autonomous Community.

The universe population of the research comprises workers from all departments in establishments of all types of categories located in the area: 30,548 individuals working in 1,490 hotels in Andalusia (source: *Encuesta de Ocupación Hotelera para la Comunidad Andaluza*).

² Podaci preuzeti iz Projekta "Análisis de la satisfacción laboral como índice de calidad del servicio: aplicación empírica en el sector hotelero andaluz" djelomično financiranog od strane Dirección General de Calidad.

3.382 anketnih upitnika distribuiran u 165 hotela, od čega je vraćeno 2.064 važećih anketnih upitnika, što daje odaziv ispitanika u visini od 61,03%.

Prema kategorijama hotela, distribucija anketnih upitnika je sljedeća: 87 (4,22%) su iz hotela s jednom zvjezdicom, 186 (9,01%) iz hotela s dvije zvjezdice, 590 (28,58%) iz hotela s tri zvjezdice, 1.090 (52,81%) iz hotela s četiri zvjezdice, te 111 (5,38%) iz hotela s pet zvjezdica.

Instrument istraživanja se sastoji od četiri kategorije:

- Podaci o radu dobiveni od ispitanika – duljina radnog staža, odjel, broj radnih sati tjedno, satnica, vrsta ugovora o radu, itd. – sakupljeni su u prvom dijelu (10 parametara).
 - U drugome se dijelu, s ukupno 18 parametara, mjerilo sveukupno zadovoljstvo poslom, ali i njihovo specifično zadovoljstvo pomoću 14 radnih obrazaca s Likertovom skalom od pet stupnjeva (1 – veoma nezadovoljan, 5 – veoma zadovoljan). Odabrani su specifični radni obrasci temeljeni na Shinnarovom (1998) hotelskom anketnom upitniku. Korištenjem Cronbachove alfe osigurana je interna konzistentnost i pouzdanost ovog dijela. Navedeni je koeficijent iznosio 0,9034, što premašuje minimalnu razinu koju predlaže Nunnally (1967).
 - U trećem se dijelu mjerila predanost organizaciji, klasičnim Upitnikom o predanosti organizaciji (Organizational Commitment Questionnaire), (Porter i Smith, 1990): Likertova skala od pet točaka (1 – potpuno se ne slažem, 5 – potpuno se slažem) s 15 parametara.
 - Demografski aspekti sakupljeni su u četvrtom i završnom dijelu: spol, bračno stanje, dob, stupanj obrazovanja, itd. (11 parametara).
- The population was selected through a stratified random sample based on the total number of hotels of each category and in the number of hotel beds in each one. In Andalusia², a total of 3,382 questionnaires were allocated to 165 hotels. 2,064 valid questionnaires were received, giving a response rate of 61.03 per cent.
- According to the hotel category, the distribution was as follows: 87 (4.22 per cent) were from one-star hotels, 186 (9.01 per cent) from two-star hotels, 590 (28.58 per cent) from three-star hotels, 1,090 (52.81 per cent) from four-star hotels, and 111 (5.38 per cent) from five-star hotels
- The research instrument was comprised of four sections:
- Labour data about the respondents – tenure, department, working hours per week, wage, type of employment contract, etc. – were collected in the first section (10 items).
 - The second section, with a total of 18 items, measured not only the respondents' overall job satisfaction, but their satisfaction with 14 specific facets of their jobs, using a five-point Likert scale (1- very dissatisfied, 5 - very satisfied). The facets selected were based on the Shinnar (1998) hotel questionnaire. The Cronbach's alpha that was used ensures the internal consistency and reliability of this section. This coefficient was 0.9034, which exceeds the minimum level suggested by Nunnally (1967).
 - The third section measured organizational commitment using the classic Organizational Commitment Questionnaire (Porter and Smith, 1990): a five-point Likert scale (1 - strongly disagree, 5 - strongly agree) with 15 items.
 - Demographic aspects were collected in the fourth and final section: sex, marital status, age, education, etc. (11 items).

U ovom se empirijskom istraživanju koristi struktura kojom se na četiri razine analizira stupanj obrazovanja radne snage. Na temelju profila ljudi zaposlenih u hotelskim kućama navedene su četiri razine: srednja škola ili niže; strukovna zanimanja; prvostupnik; magistar.

Statističke tehnike korištene za obradu dobivenih rezultata baziraju se na dvovarijantnoj analizi: ANOVA test i korelacije te multivarijantna analiza.

Kako bi se ispitalo do koje mjere razina zadovoljstva hotelskih zaposlenika ovisi o raznim demografskim i radnim karakteristikama, binarni je model logit podataka izrađen za svaki pojedini stupanj obrazovanja. Razlog odabira upravo ovog modela jest endogena varijabla: zadovoljstvo je poslom kvalitativan koncept. Iako je zbog zavisne varijable modela bilo nužno smanjivanje broja odgovora na dvije opcije – zadovoljan ili nezadovoljan – model ipak donosi neke prednosti u odnosu na ostale statističke metode, kao što je primjerice diskriminantna analiza (Hair *et al.*, 1999).

4. REZULTATI ISTRAŽIVANJA

4.1. Stupanj obrazovanja zaposlenika u hotelijerstvu u Andaluziji

Prevladava više ili niže srednjoškolsko obrazovanje (grafički prikaz 1). Drugi je važan podatak postotak zaposlenika sa završenim studijem (viši ili visoki stupanj) koji iznosi 39,1%. U tom je svjetlu razinom zaposlenosti s obzirom na stupanj obrazovanja u trgovačkom i hotelskom sektoru Andaluzije naglašeno, a prema posljednjim podacima Instituta za statistiku Andaluzije i dokazano, kako samo 17,57% zaposlenika u ovoj branši ima sveučilišnu diplomu. Slično tome, broj diplomanata značajno je veći od onog proizašlog iz ostalih istraživanja provedenih u hotelijerstvu: u Ramosu *et al.* (2004), postotak zaposlenika-diplomanata na Balearskim otocima (Španjolska) je iz-

In the present empirical research we will use a four level structure to analyse the workforce level of education. According to the employees' profile in hotel establishments, our levels are as follows: secondary or below; vocational training; bachelor degree; master degree.

The statistical techniques applied to obtain the results were based upon bivariate analysis: ANOVA test and bivariate correlations; and multivariate analysis.

To examine the extent to which hotel employees job satisfaction depends on different demographic and labour data, a binary logit model was done for each level of education. The reason for choosing this model is the endogenous variable: job satisfaction is a qualitative construct. Even though it was necessary to reduce the answer of the model's dependent variable to two options – satisfied or dissatisfied – this model does present some advantages over other statistical methods, such as the discriminant analysis (Hair *et al.*, 1999).

4. RESEARCH RESULTS

4.1. Level of education of employees in hotel industry in Andalusia

The predominant level is higher-secondary course or below (graphic 1). Another relevant data is that the percentage of employees with university degrees, (medium or superior) is almost 40 % (39.1 %). Therefore, the rates of occupation for level of studies at the commerce and hospitality in Andalusia highlight, according to the last data of the Statistic Institute of Andalusia, that only the 17.57% of the employees in this branch of activity have a university degree. Likewise, graduates' number is meaningfully superior than the one acknowledged in other studies on hotel industry: in Ramos *et al.* (2004), graduate employees' rate in Balearic Islands (Spain) is between 15 and 17% (depending on hotel standard). In the study about the Algarve region in Portugal (López-

među 15 i 17% (ovisno o hotelskom standardu). U studiji o pokrajini u Portugalu (López-Guzman *et al.* (2009)) ovaj je postotak jedva 14%; u studiji Esichaikula i Bauma (1998) ističe se kako samo 15% tajlandskih turističkih radnika ima sveučilišnu diplomu.

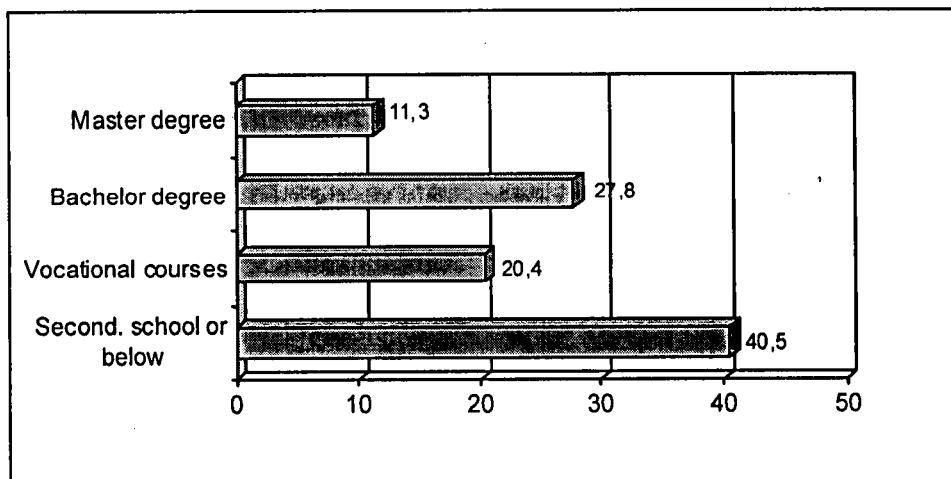
Možemo zaključiti kako je stupanj obrazovanja veoma visok u španjolskoj pokrajini što daje osnovu za jaku konkurentsku prednost organizacija koje su locirane u ovom području. Međutim, neki stručnjaci (Connolly i McGing, 2006) sugeriraju kako se tercijarne kvalifikacije ne smatraju nužnima za menadžerska ili nadzornička radna mjesta u turizmu te kako bi se fokus školovanja trebao vratiti na usavršavanje strukovnih znanja. U ovom primjeru, 20,4% zaposlenika ima strukovnu naobrazbu.

Guzman *et al.* (2009) that rate is barely 14%; in Esichaikul and Baum (1998) it is pointed out that only 15% of Thai tourist industry employees are graduates.

We can conclude that the education level is very high in the Spanish region, which suggests a basis for strong competitive advantage for the establishments located in this area. However, some researchers (Connolly and McGing, 2006) hold that tertiary qualifications are not considered necessary for management or supervisory roles in tourism and suggest that maybe a return to more vocational type training is merited. In this sample, 20.4% of employees have a level of education of vocational courses.

Grafički prikaz 1. Postotak zaposlenih s obzirom na stupanj obrazovanja

Graphic 1. Percentage of employees per each educational level



Izvor: podaci iz istraživanja autora / Own Source

Tablica 1. Hi-kvadrat test - stupanj obrazovanja, socijalne i radne karakteristike zaposlenika.

HI-KVADRAT TEST						
Varijabla	Kategorije	Srednja škola ili niže	Strukovna zanimanja	Sveučilišna diploma; prvostupnik	Sveučilišna diploma; magisterij	² (p-vrijednost)
Spol	Muškarci	35,9%	26,8%	25,6%	11,7%	58,671 (0,000*)
	Žene	45,7%	13,3%	30,2%	10,8%	
Dob	16-29 godina	27,8%	15,2%	49,3%	7,7%	156,367 (0,000*)
	30-39 godina	38,9%	26,2%	18,3%	16,6%	
	40-49 godina	64,8%	18,8%	11,8%	4,6%	
	50-59 godina	92,3%	7,7%			
	> 60 godina	100%				
Plaća	< 1000 €	51,7%	19,1%	24,0%	5,2%	460,339 (0,000*)
	1000-1500 €	17,9%	24,4%	39,0%	18,7%	
	1500-2500 €	37,8%	23,3%	25,6%	13,3%	
	> 2500 €	5,7%			94,3%	
Vrsta ugovora o radu	Neodređeno	48,4%	16,1%	28,5%	7,0%	71,697 (0,000*)
	Određeno	33,2%	21,5%	28,7%	16,6%	
Područje rada	Administracija		6,5%	41,9%	51,6%	1557,27 (0,000*)
	Računovodstvo			42,1%	57,9%	
	Restoran	59,4%	30,2%	2,7%	7,7%	
	Recepcija	13,7%	9,4%	56,7%	20,2%	
	Održavanje	36,7%	63,3%			
	Čišćenje	90,0%	9,5%	0,5%		
	Management		48,8%	51,2%		
	Kuhinja	35,6%	64,4%			
Ostalo	17,4%	16,8%	60,0%	5,8%		

Izvor: prema podacima iz istraživanja autora

Kada analiziramo vezu između stupnja obrazovanja i raznih društvenih i radnih obilježja (tablica 1), primjećujemo viši postotak žena na nižim stupnjevima obrazovanja, ali i nešto viši postotak žena među visokoo obrazovanim zaposlenicima. Povezanost s brojem godina je inverzna; tj. što su zaposlenici mlađi, to imaju viši stupanj obrazovanja i, slično tome, među zaposlenicima starijim od 50 godina nema nijednog s visokim obrazovanjem.

Logično, analizom visine plaća ustanovljeno je kako zaposlenici koji mjesečno zarađuju manje od 1.000 eura neto imaju manji stupanj obrazovanja, pa čak i kada je među zaposlenicima postotak od gotovo 30% sa sveučilišnom diplomom. Uz to, svi zaposlenici koji zarađuju više od 2.500 eura mjesečno imaju najviši stupanj obrazovanja. Međutim, nužno je naglasiti kako su plaće u ovom sektoru veoma smanjene. U anketnom je uzorku 67% ispitanika izjavilo kako zarađuju manje od 1.000 eura, dok 94% zarađuje manje od 1.500 eura mjesečno.

Vrsta ugovora o radu također je usko vezana uz stupanj obrazovanja. Tako 64,5% radnika na određeno vrijeme nema diplomu sveučilišta. Brojka je 10% manja kod zaposlenika s ugovorom na neodređeno vrijeme (54,7%). Treba istaknuti kako je postotak zaposlenih na određeno vrijeme među ispitanicima veoma visok (52%). Slično tome, podaci Instituta za statistiku Andaluzije svjedoče kako je broj zaposlenih na određeno vrijeme manji među akademski obrazovanim zaposlenicima u svakom pojedinom sektoru (samo 33,09% zaposlenika s ovom razinom obrazovanja radi na ugovor na određeno vrijeme).

Konačno, s obzirom na odjele rada, jasno je vidljivo kako zaposlenici koji rade u restoranima, na održavanju i osobito čišćenju imaju niži stupanj formalnog obrazovanja. Odjeli u kojima rade više obrazovani zaposlenici su administracija, računovodstvo i recepcija.

When we analyze the relationship between level of education and different social and working characteristics (table 1), we notice there is a higher percentage of women in the low grade of studies, compared to men, yet the percentage of women with university degrees is slightly superior. The relation regarding age is inverse, i.e. the younger the employees are the higher level of advanced studies they have, and, similarly, among employees over 50 years, there is not one holding a university degree.

Not surprisingly, when analyzing salary, those who earn less than 1,000 net euros per month have inferior education, even when there is a percentage of almost 30% with university level. In addition, practically the total of those whose salary exceeds 2,500 euros per month, hold a superior university degree. Yet, it is necessary to emphasize that salaries in the hospitality sector are extremely reduced. In the sample, 67% of respondents declare a salary under 1,000 euros, and 94% earn a salary below 1,500 euros per month.

The type of contract also presents a dependence of the educational level. Thus, 64.5% of temporary workers do not have a university degree. The number is 10% inferior with those who have a permanent contract (54.7%). Nevertheless, it is necessary to point out that the temporary employees' percentage in the sample is very high (52%). Likewise, the data of the Statistic Institute of Andalusia evidence that the rates of temporality are inferior in academically trained employees in every sector of activity (only a 33.09% of the employees with this level of formation have a temporary contract).

Finally, relating to work-department, it is clearly observed that the workpeople of restaurant, maintenance and especially cleaning department are the ones with lower formative levels. Departments where it is possible to find a higher percentage of graduates are administration, accounting and reception.

4.2. Odnos između stupnja obrazovanja, sveukupnog zadovoljstva, predanosti tvrtki te ostalih predodžbi posla

ANOVA testom analiziraju se razlike povezane s radnim iskustvom i izrazitim predodžbama zaposlenika o njihovu radu, prema stupnju obrazovanja. Trajanje radnog odnosa mjeri se godinama, dok se ostalim varijablama prikazuje razina zadovoljstva s nekoliko radnih obrazaca prema Likertovoj skali od 5 stupnjeva (1 - vrlo nezadovoljan, 5 - vrlo zadovoljan). Posljednja u nizu varijabli prikazuje predanost organizaciji na kontinuiranoj skali raspona od 1 do 5, dobivenoj prema aritmetičkoj sredini od 15 parametara anketnog upitnika OCQ (uz okretanje skale za parametre upisane u negativnom obliku: 3, 7, 9, 11, 12 i 15).

Za anketni su uzorak (tablica 2), sva odstupanja dokazano statistički značajna.

Napredovanje na radnom mjestu je direktno povezano s višim stupnjem formalnog obrazovanja (preko 5 godina) za zaposlenike s titulom magistra znanosti. Ova je činjenica osobito važna ukoliko uzmemo u obzir visoku fluktuaciju radne snage u turizmu u Andaluziji. Međutim, u studiji o hotelima u Algarvama (Portugal), koju su proveli Lopez-Guzman *et al.* (2009), se zaključuje kako je za napredovanje na radnom mjestu za cjelokupnu ispitanu populaciju Andaluzije potrebno samo 3,3 godine u odnosu na vrijeme napredovanja na istom radnom mjestu koje u Algarvama premašuje osam godina.

Sveukupno je zadovoljstvo radnim mjestom više kod niže obrazovanih zaposlenika. Ovu je činjenicu moguće objasniti nižim očekivanjima tih zaposlenika. Inverzna povezanost sveukupnog radnog zadovoljstva i stupnja obrazovanja česta je činjenica u stručnim publikacijama. Ovi su rezultati potvrđeni u studiji o hotelima autora Kokko i Guerriera (1994) kao i u Sloana i Williamsa (1996), Grunda i Slivke (2001), Gazioglu i Tansela (2002) u ostalim granama gospodarstva.

4.2. The relationship between educational level, overall satisfaction, organizational commitment and other work perceptions

ANOVA test analyzes the differences in relation to the seniority and distinct perceptions of the employees about their work in each level of studies. Seniority is measured in years and the other variables present the average of satisfaction with several labor facets according to Likert's scale of 5 points (1 - very unsatisfied, 5 - very satisfied). The last variable represents the organizational commitment in a continuous scale of 1 to 5, obtained according to arithmetical mean of the 15 items of OCQ questionnaire (inverting the scale for items written up in a negative way: 3, 7, 9, 11, 12 and 15).

For the sample (table 2), all the differences prove to be statistically significant.

The seniority has a direct relation with the formative level with a notably superior mean, (over 5 years) for employees with university master's degree. This fact is especially relevant taking into account the high levels of turnover in the hospitality sector in Andalusia. However, the study on hotel resorts in the Algarve (Portugal) by Lopez-Guzman *et al.* (2009) states average seniority in more than eight years, the average for years working at the same establishment for the entire sample in Andalusia is only of 3.3 years.

Overall job satisfaction is higher for those employees with a low level of studies. This can be explained by these workpeople's lower expectations. The inverse relation between global job satisfaction and education level is a recurring fact in specialized publications. These results confirm the ones in Kokko and Guerrier (1994) study on hotel resorts as well as those in Sloane and Williams (1996), Grund and Slivka (2001), Gazioglu and Tansel (2002) in other industries.

Tablica 2. ANOVA test prema stupnju obrazovanja – trajanje radnog odnosa, zadovoljstvo i predanost.

	Trajanje radnog odnosa (godine)	F (p-vrijednost)	Sveukupno zadovoljstvo	F (p-vrijednost)	Zadovoljstvo plaćom	F (p-vrijednost)
Srednja škola ili niže	3,05		3,81		2,33	
Strukovna zanimanja	3,09	12,836 (0,000*)	3,62	21,557 (0,000*)	2,28	2,817 (0,038**)
Prvostupnik	3,15		3,43		2,34	
Magisterij	5,13		3,59		2,11	
	Zadovoljstvo autonomijom	F (p-vrijednost)	Zadovoljstvo profesionalnim napretkom	F (p-vrijednost)	Zadovoljstvo mogućim napredovanjem	F (p-vrijednost)
Srednja škola ili niže	3,85		3,51		3,29	
Strukovna zanimanja	3,92	24,427 (0,000*)	3,62	20,230 (0,000*)	3,03	20,243 (0,000*)
Prvostupnik	3,46		3,33		2,93	
Magisterij	3,95		2,90		2,63	
	Zadovoljstvo organizacijom	F (p-vrijednost)	Predanost organizaciji	F (p-vrijednost)		
Srednja škola ili niže	3,53		3,81			
Srednja škola ili niže	3,10	54,370 (0,000*)	3,62	21,300 (0,000*)		
Prvostupnik	2,69		3,52			
Magisterij	2,71		3,61			

* Značajno na razini 0,01; ** Značajno na razini 0,05

Izvor: prema podacima iz istraživanja autora

U svezi visine plaće, zaposlenici s diplomom prvostupnika znatno su manje zadovoljni budući da smatraju da nisu nagrađeni prema svojim očekivanjima. Međutim, zadovoljstvo samostalnošću u obavljanju posla najniže je kod zaposlenika s diplomom prvostupnika, a više je kod zaposlenika s magistarskom titulom. Moguće je da u prvom slučaju nadređena osoba direktno kontrolira njihov posao što im smanjuje slobodu, dok su mnogi zaposlenici s magisterijem ujedno i sami menadžeri.

Zaposlenici sa sveučilišnim diplomama najmanje su zadovoljni mogućnošću profesionalnog napretka i usavršavanja te profesionalnog razvoja budući da navedeni parametri ne ispunjavaju u potpunosti njihova očekivanja na poslu.

Konačno, predanost koja dovodi do lojalnosti prema ciljevima tvrtke i koja najčešće korespondira s nižom zaradom i izostankom s posla više je izražena kod zaposlenika sa srednjoškolskom ili nižom stručnom spremom. U ovom slučaju zaposlenici drže kako su povratne informacije koje dobivaju od poslodavca dovoljne da zadovolje njihove profesionalne ambicije. S druge pak strane, za visoko obrazovane zaposlenike, slično kao i s razinom sveukupnog zadovoljstva, prosječni je rezultat niži budući da oni rade naprednija istraživanja i misle kako njihovi zaposlenički naponi nisu adekvatno nagrađeni. Time je potvrđena povezanost između stupnja obrazovanja i predanosti tvrtki, slično kao i kod autora Morrisa i Shermana (1981) te Hunta *et al.* (1985).

As to the salary, the employees with a bachelor degree show a notably inferior satisfaction, since they do not consider the remuneration obtained is equitable if they compare it to the salary they expect. However, the satisfaction with autonomy reveals the lowest result in employees with bachelor degree and the higher mean score in workers with master. It is possible that in the first case, a direct supervisor controls their work, so their freedom at work is reduced, while many of employees with master degree are managers themselves.

For professional development, possibility for promotion, and received formation, employees with university degrees show the lowest satisfaction, as they do not perceive the fulfillment of their expectations at work.

Finally, the commitment that leads to a loyalty toward the organizational objectives and that usually corresponds to a lower level of turnover and absenteeism shows a higher score in employees with secondary school or below. In this case, the employees consider that the feedback they receive from the organization is enough to respond to their ambitions according to their formative levels. On the other hand, for university educated employees, similarly to what happened with global satisfaction, the mean score is lower, whilst they present more advanced studies, and they do not think their labor requests are rewarded. Therefore, relation between education level and commitment has been confirmed, as well as was in both Morris and Sherman (1981) and Hunt *et al.* (1985).

4.3. Analiza socio-demografskih i radnih varijabli koje utječu na zadovoljstvo zaposlenika u hotelijerstvu u Andaluziji

Nekoliko je modela logističke regresije procijenjeno u svrhu analize međusobne ovisnosti zadovoljstva poslom zaposlenika hotela i raznih demografskih te radnih varijabli te se prepoznaju dva modela: jedan za zaposlenike bez visoke stručne spreme (sekundarno obrazovanje ili niže, niža i strukovna zanimanja) i drugi za zaposlenike s visokom stručnom spremom (titula prvostupnika ili magistra).

Kako bismo to učinili, morali smo rekodirati endogenu varijablu, sveukupno zadovoljstvo poslom, u dihotomnu: oznaka 1 zadovoljava vrijednosti Likertove skale od 5 točaka (4 i 5), oznaka 0 ne zadovoljava (od 1 do 3 Likertove skale od 5 točaka). Sljedeće su varijable predodređujuće:

- **spol:** 1 - muški, 0 - ženski; **bračno stanje:** 1 - samci, 0 - ostalo; **ispitanikova dob;** vrsta ugovora o radu (**ugovor**): 1 - na neodređeno, 0 - na određeno; **radna smjena,** tablično prikazana kao 5 dihotomijskih varijabli: jutarnja, poslijepodnevna, noćna, rad u smjenama te dvokratni rad. Referentna varijabla je posljednja; **nadnica;** **odjel,** tablično prikazan u 9 dihotomijskih varijabli: Administracija, računovodstvo, restoran, recepcija, održavanje, čišćenje, ostali odjeli, menadžment i kuhinja. Kao referentna varijabla uzet je odjel kuhinje.

Tablica 3 prikazuje rezultate za svaku pojedinu skupinu.

4.3. Analysis of the socio-demographic and labour variables that influence in job satisfaction for each educational level of employees in hotel industry in Andalusia

Several models of logistic regression have been estimated to analyze the dependence of hotel employees' job satisfaction to different demographic and labour variables, distinguishing two models: one for employees with no university degree (secondary education or inferior and vocational courses) and another one for employees with university degrees (bachelor or master 's degree).

In order to do that, we had to recode the endogenous variable, overall job satisfaction, into a dichotomous one: we set 1 to satisfied values of the 5-items Likert scale (4 and 5), and 0 to dissatisfied values (from 1 to 3 in the 5-items Likert scale). Pre-terminate variables are the following:

- **sex:** 1- male, 0-female; **marital status:** 1- single, 0- rest of statuses; the respondent's **age;** type of contract (**contract**): 1- permanent contract, 0-temporary contract; **work shift,** tabulated as five dichotomic variables: morning, afternoon, night, rotatory and morning and afternoon. The referential variable is the last one; **wage;** **department,** tabulated as 9 dichotomic variables: Administration, accounting, restaurant, reception, maintenance, cleaning, other departments, managerial and kitchen. The referential variable is the kitchen department.

Table 3 shows the results for each group.

Tablica 3. Binarni logit model o sveukupnom zadovoljstvu zaposlenika prema stupnju obrazovanja

BINARNI LOGIT	Osnovno i srednje obrazovanje		Više i visoko obrazovanje	
	Koeficijent	p-vrijednost	Koeficijent	p-vrijednost
Spol	2,474	(0,000*)	1,561	(0,000*)
Bračno stanje	1,078	(0,000*)	-3,341	(0,000*)
Dob	-0,055	(0,746)	-2,762	(0,000*)
Ugovor	0,680	(0,001*)	0,852	(0,000*)
Jutarnja smjena	-10,689	(0,638)	2,078	(0,000*)
Poslijepodnevna smjena	-8,731	(0,700)	-1,335	(0,046**)
Noćna smjena	-6,696	(0,768)	-0,395	(0,506)
Rad u smjenama	-8,393	(0,711)	-1,776	(0,000*)
Nadnica	0,059	(0,808)	-0,245	(0,197)
Administrativni odjel	-5,830	(0,921)	-7,709	(0,550)
Računovodstveni odjel	--	--	2,222	(0,864)
Odjel restorana	1,529	(0,961)	-13,364	(0,549)
Odjel recepcije	0,239	(0,994)	-3,799	(0,768)
Odjel održavanja	1,574	(0,960)	--	--
Odjel čišćenja	4,673	(0,882)	-10,184	(0,809)
Ostale djelatnosti	10,184	(0,762)	-5,346	(0,678)
Menadžerski odjel	0,184	(0,835)	1,589	(0,765)
Konstanta	4,905	0,822	10,295	(0,425)
Indeks ocjene prilagodbe				
-2Log vjerojatnost	848,676		644,361	
Hi-kvadrat distribucije	397,52 (0,000*)		325,765 (0,000*)	
R ² od Cox-Snell	0,347		0,372	
R ² od Nagelkerke	0,471		0,496	

* Značajno na razini 0,01; ** Značajno na razini 0,05

Zabilješka: (1) -2Log vjerojatnost, R² od Cox-Snell i R² od Nagelkerke samo su pokazatelji budući da mogu imati umjerene ili niske vrijednosti, čak i kada bi utvrđeni model mogao biti prikladan i koristan, s obzirom na činjenicu da je ovisna varijabla kategorijska (Pardo i Ruiz, 2002).

Izvor: prema podacima iz istraživanja autora

Table 3. Binary logit model of overall job satisfaction in each education level

BINARY LOGIT Variable	No university degree		University degree	
	Coefficient	p-value	Coefficient	p-value
Sex	2,474	(0,000*)	1,561	(0,000*)
Marital status	1,078	(0,000*)	-3,341	(0,000*)
Age	-0,055	(0,746)	-2,762	(0,000*)
Contract	0,680	(0,001*)	0,852	(0,000*)
Morning shift	-10,689	(0,638)	2,078	(0,000*)
Afternoon shift	-8,731	(0,700)	-1,335	(0,046**)
Night shift	-6,696	(0,768)	-0,395	(0,506)
Rotating shift	-8,393	(0,711)	-1,776	(0,000*)
Wage	0,059	(0,808)	-0,245	(0,197)
Administration dept.	-5,830	(0,921)	-7,709	(0,550)
Accounting dept.	--	--	2,222	(0,864)
Restaurant dept.	1,529	(0,961)	-13,364	(0,549)
Reception dept.	0,239	(0,994)	-3,799	(0,768)
Maintenance dept.	1,574	(0,960)	--	--
Cleaning dept.	4,673	(0,882)	-10,184	(0,809)
Other departments	10,184	(0,762)	-5,346	(0,678)
Managerial dept.	0,184	(0,835)	1,589	(0,765)
Constant	4,905	0,822	10,295	(0,425)
Goodness of fit index				
-2Log Likelihood	848,676		644,361	
Chi-Square	397,52 (0,000*)		325,765 (0,000*)	
R ² of Cox y Snell	0,347		0,372	
R ² of Nagelkerke	0,471		0,496	

* Significant at 0.01 level; ** Significant at 0.05 level

Note that: (1) -2Log Likelihood, R² of Cox-Snell, and R² of Nagelkerke are for guidance only since they can take moderate or low values, even when the estimated model could be appropriate and useful, due to the fact that the dependent variable is categorical (Pardo and Ruiz, 2002).

Source: authors' research

Analizom dobivenih podataka može se uzeti u obzir nekoliko koeficijenata značajnih za oba stupnja obrazovanja. Za zaposlenike bez diplome sveučilišta varijable spola, bračnog stanja i vrste ugovora o radu imaju pozitivan i statistički značajan koeficijent, iz čega proizlazi kako postoji veća vjerojatnost zadovoljstva poslom ukoliko je zaposlenik muškog spola, neoženjen, te zaposlen na neodređeno vrijeme, odnosno ima karakteristike zaposlenika bez obiteljskih obaveza.

Analyzing the results obtained, we can appreciate several significant coefficients in both educational levels. For workpeople with no university studies the variables sex, marital status and type of contract have a positive and statistically significant coefficient. That is, there is a higher probability to be satisfied at work if the employee is a male, single man and has a permanent contract, which evidences an employee without family responsibilities.

Za zaposlenike s diplomama postoji više statistički objašnjivih koeficijenata. Stoga, spol i vrsta ugovora o radu predstavljaju pozitivne i značajne rezultate, slično kao i kod zaposlenika bez diplome. Razlika između ove dvije skupine zaposlenika evidentna je u preostalim značajnim koeficijentima. Na taj način, zaposlenici u jutarnjoj smjeni pokazuju pozitivne rezultate koji impliciraju veću vjerojatnost zadovoljstva nakon što zaposlenik usavrši svoje radne zadaće u ovoj radnoj smjeni. S druge pak strane, koeficijenti bračnog stanja, dobi, poslijepodnevnog i rotacijskog smjenskog rada su negativni. Ovo ukazuje na porast vjerojatnosti da će radnik biti tim zadovoljniji poslom što je stariji, jednako kao i neoženjeni muški zaposlenici te oni koji rade u navedenim smjenama. U ovom je slučaju interpretacijom dobivenih podataka dokazano kako visoko obrazovani zaposlenici, bez obiteljskih obaveza, imaju veća očekivanja koja s godinama rastu. Iz toga proizlazi kako je vjerojatnost postizanja zadovoljstva poslom niža u tim slučajevima, osobito ako su radne smjene rotacijske budući da je takav obrazac rada jedna od najvažnijih neugodnosti na koju zaposlenici ukazuju.

4.4. Povezanost zadovoljstva zaposlenika s nekoliko aspekata rada i pripadnosti organizaciji

Na samom završetku ove empirijske studije analizirani su Spearmanovi korelacijski koeficijenti (zbog kvalitativne prirode podataka) između razine zadovoljstva zaposlenika i nekolicine radnih obrazaca i predanosti tvrtki. U tablici 4 prikazani su dobiveni rezultati.

There are more statistically interpretable coefficients for employees with university studies. Thus, sex and type of contract present positive and significant results as it occurred with employees with no university degrees. The differences between the two groups are in the remaining significant coefficients. This way, the morning shift shows a positive value that implies a higher probability of satisfaction when the worker develops his/her tasks in this work shift. On the contrary, for marital status, age and afternoon and rotating shifts, coefficients are negative. It means a decrease in the probability to be satisfied at work when the worker is older, as well as unmarried men and the ones that work at these work shifts. In this case, the interpretation evidences those individuals with university formation that do not have family responsibilities have higher expectations, which are increasing with age. Hence, the probability of satisfaction is inferior in these cases, especially if the work shift is rotating because this facet is one of the most important inconveniences indicated by employees.

4.4. Relationship between employees' satisfaction with several aspects of work and organizational commitment

To end this empirical study we have analysed the Spearman's correlation coefficient (since the data are qualitative) among the level of satisfaction with several facets of work and the organizational commitment. Table 4 shows the results obtained.

Tablica 4. Povezanost zadovoljstva zaposlenika s nekoliko obrazaca rada i pripadnosti tvrtki

SPEARMANOV KORELACIJSKI KOEFICIJENT			
Osnovno i srednje obrazovanje		Više i visoko obrazovanje	
Obrazac rada	Korelacija (p-vrijednost)	Obrazac rada	Korelacija (p-vrijednost)
Materijalni uvjeti	0,667 (0,000)*	Organizacija hotela	0,813 (0,000)*
Sveukupno zadovoljstvo	0,651 (0,000)*	Odnos s pretpostavljenima	0,778 (0,000)*
Odnos s pretpostavljenima	0,563 (0,000)*	Sveukupno zadovoljstvo	0,699 (0,000)*

* Značajni na razini 0,01

Izvor: prema podacima iz istraživanja autora

Table 4. Relationship among employees' satisfaction with several facets of work and organizational commitment

SPEARMAN CORRELATION COEFFICIENT			
No university degree		University degree	
Job facet	Correlation (p-value)	Job facet	Correlation (p-value)
Material conditions	0,667 (0,000)*	Organization of the hotel	0,813 (0,000)*
Overall satisfaction	0,651 (0,000)*	Relationship with supervisors	0,778 (0,000)*
Relationship with supervisors	0,563 (0,000)*	Overall satisfaction	0,699 (0,000)*

* Significant at 0.01 level

Own source

Analizirano je 14 različitih obrazaca rada te predodžbe koje zaposlenici o njima imaju. Svi navedeni aspekti pokazuju pozitivnu i značajnu korelaciju s predanošću zaposlenika tvrtki. Usprkos tome, prikazana su samo tri najvažnija obrasca za svaku skupinu zaposlenika (stupanj obrazovanja: osnovno i srednje ili više i visoko obrazovanje). Tri su obrasca izabrana na temelju Spearmanovog koeficijenta više vrijednosti. Stoga, uočljivo je kako kod zaposlenika bez visoke stručne sprema, aspekti koji značajnije utječu na porast razine predanosti organizaciji su materijalni uvjeti rada, sveukupno zadovoljstvo i odnos koji imaju s direktno pretpostavljenima.

We have analyzed 14 different facets of work and the employees' perception about them. All these aspects present a positive and significant correlation with the worker's commitment with the organization. Nevertheless, we have only indicated the three main important facets for each group of employees (education level: no university degree or university degree). The three facets have been selected according to the Spearman's coefficient higher value. Thus, it is noticed that for workpeople without higher education, the aspects that present more influence to expect a higher level of commitment are the material conditions of work, the overall satisfaction and the rela-

Za visokoobrazovane zaposlenike također je najvažniji osjećaj sveukupnog zadovoljstva i odnos s pretpostavljenima, iako je u njihovu slučaju predanost hotelskoj tvrtki visoko korelativan obrazac. Stoga, dok se zaposlenik s nižim stupnjem formalnog obrazovanja nada kako će u adekvatnim materijalnim uvjetima razviti svoje radne sposobnosti, koje se većinom sastoje od izvršavanja rutinskih zadataka, zaposlenik s višim stupnjem obrazovanja zainteresiraniji je za stjecanje adekvatnih organizacijskih sposobnosti budući da se njegov/njezin posao temelji na njima. Međutim, ni u ovom slučaju razina retribucije nije jedan od najutjecajnijih obrazaca na predanost zaposlenika tvrtki.

5. ZAKLJUČAK

Posljednjih je nekoliko godina organizacija sustava turizma suočena s promjenama bez presedana na rastućem tržištu. Pritisak novih tržišta, postojanje konkurentskih kompanija iz cijelog svijeta, utjecaj interneta i brze promjene preferencija potrošača, razlozi su zbog kojih organizacije moraju usvajati poslovne strategije koje će im omogućiti brže reagiranje, bolju mogućnost prilagodbe i, više nego ikad prije, strategije koje uzimaju u obzir i ispunjavaju očekivanja potrošača

Stoga, nema sumnje kako je upravo ljudski faktor diferencirajući čimbenik koji u turizmu igra temeljnu ulogu u postizanju adekvatne razine kvalitete usluge. Institucije i organizacije u području turizma intenziviraju istraživanja te poboljšaju svoj vlastiti ljudski kapital. Ništa manje nije bitan zaključak kako će samo zadovoljni, motivirani, predani i obrazovani zaposlenici moći pružiti profesionalnu kvalitetu usluge koja će rezultirati zadovoljstvom potrošača. Ovaj rad predstavlja analizu stupnja obrazovanja zaposlenika hotelskih kuća smještenih u dobro poznatom turističkom području koje zauzima visoko konkurentne pozicije među

tion that they maintain with their direct supervisors. Facets as the level of remuneration or the received formation are underneath.

For the employees with university degrees, also the overall satisfaction and the relation with supervisors are essential, although in this case, the more correlated facet with the commitment is the organization of the hotel. Thus, while an employee with lower formative level hopes to develop his/her work with adequate material conditions since it probably consists of routine tasks, a worker with superior formation is more interested in having an adequate organization, since his/her work is involved in this task. However, neither in this case is the retributive level one of the most influential facets of the employee's commitment.

5. CONCLUSION

In the recent years, the organizations in tourism have been facing unprecedented changes in broadening scenery. The pressure from new markets, the existence of competitor companies all around the world, the Internet impact and the speed in the changes of consumers' preferences, presume the need for the organizations to develop strategies for a faster response, better capacity to adapt and, more than ever, strategies which understand and meet the clients' expectations.

Hence, there is no doubt that the human factor is a differentiating element in the tourist services which plays a fundamental role in the achievement of the adequate levels of service quality. It is therefore necessary that institutions and organizations in tourism enhance the research and improvement of their own human capital. Nevertheless, it is necessary to retain that only satisfied, motivated, committed and educated human capital will, in fact, correctly provide the professional quality service which generates tourists' satisfaction.

turističkim destinacijama, uz produbljivanje razlika između stupnjeva obrazovanja koje se očituju u sveukupnom zadovoljstvu zaposlenika i njemu karakterističnim pitanjima, kao i u predanosti tvrtki od strane zaposlenika.

Ovim je istraživanjem utvrđeno postojanje evidentnih razlika u stupnjevima obrazovanja. Iako prevladavaju radnici s nižim obrazovanjem, značajan je postotak visoko obrazovanih zaposlenika (39,1%). Ovaj podatak upućuje na značajne konkurentske prednosti turističkog sustava, budući da se trajanje radnog odnosa produljuje s višim stupnjem obrazovanja. Ipak, broj godina koje zaposlenik provede radeći na jednom radnom mjestu veoma je malen u Andaluziji gdje je fluktuacija zaposlenika značajan problem. Ukoliko se uzme u obzir činjenica kako su, nesumnjivo, viša razina sveukupnog zadovoljstva poslom i predanost tvrtki karakteristike visoko obrazovanih zaposlenika, odjeli upravljanja ljudskim resursima moraju se potruditi analizirati razloge za zadovoljstvo/nezadovoljstvo najkvalificiranijih zaposlenika kako bi ih zadržali na radnim mjestima. Time bi se podigla razina predanosti tvrtki i smanjili se troškovi nastali fluktuacijom radne snage. Edukacija zaposlenika kapitalna je investicija koja bi mogla propasti ukoliko će zaposlenici brzo napustiti tvrtku u potrazi za kvalitetnijim radnim mjestom. Uostalom, glavni su razlozi za nezadovoljstvo, naznačeni u svim prikupljenim podacima korištenim u ovoj studiji bili, bez obzira na stupanj obrazovanja zaposlenika, visina plaće i radni sati. Ukoliko se ovim parametrima ne uspiju zadržati najkvalificiraniji zaposlenici, koji bi radije pronašli atraktivnije zaposlenje negdje drugdje, potrebno je raditi na jačanju motivacije zaposlenika te stvaranju uvjeta koji će kao posljedice imati zadovoljstvo i predanost. Zajedno s ulaganjima u edukaciju zaposlenika, ovime bi se izbjeglo da najbolji zaposlenici napuste tvrtku i uloženi bi se napori isplatili.

The study presents an analysis of the levels of education of the workers of hotel establishments located in a well-known tourist area which occupy highly competitive positions amongst tourism destinations (Andalusia, located in the South of the Iberian Peninsula), having deepened the differences that education levels show when facing overall job satisfaction and its distinct issues, as well as when facing organizational commitment of workers.

In this study evident differences were found between the levels of education. Therefore, although there is a predominance of workers with lower education, it is also possible to find a high percentage of university graduates (39.1%). This is a meaningful competitive advantage in tourism, above all, since seniority rises with level of education. And yet, the number of years that an employee remains in an organization is very low in Andalusia, where turnover is a serious issue. If we consider the fact that, undoubtedly, the higher global levels of overall job satisfaction and organizational commitment correspond to the graduates, the Human Resources Management must make an effort to analyse reasons for satisfaction/dissatisfaction in the most qualified employees in order to keep them. So, their organizational commitment level would rise and expenses due to turnover would drop. Staff training is a capital investment, therefore it could be acknowledged useless if employees are to leave shortly to higher quality jobs. In fact, the main dissatisfaction reasons highlighted by all staff in this study, no matter their education level, have been salaries and working hours. If these measurements fail to keep the most qualified employees, who would rather find a more attractive position elsewhere, staff motivation reinforcement is required, managing their satisfaction and commitment triggering factors, so they could feel happy at work and committed to their organization. Together with training investment, this would avoid the best professionals taking their leave, so efforts performed would not vanish.

S druge pak strane, proširivanjem istraživanja na društvene i radne varijable koje utječu na vjerojatnost pronalaska zadovoljnih odnosno nezadovoljnih zaposlenika, prema logičkom modelu binarnih podataka, nije moguće detektirati previše razlika između zaposlenika s i bez diplome. Očite su diskrepancije u bračnim statusima (niže obrazovani samci sretniji su od više obrazovanih samaca), kao i radnim smjenama, koje su izvor nezadovoljstva visokoobrazovanih zaposlenika. Konačno, čimbenici koji jače utječu na predanost tvrtki u obje skupine zaposlenika su sveukupno zadovoljstvo zaposlenika te odnos s pretpostavljenima, iako je primjetno kako zaposlenici s nižim stupnjem formalnog obrazovanja cijene, prije svega, materijalne uvjete rada, dok visoko obrazovana radna snaga naglašava važnost hotelske administracije kao glavnog čimbenika predanosti tvrtki.

Ovo će istraživanje i provedena analiza pomoći timovima menadžera pri donošenju boljih odluka za buduće poslovne strategije. Mnoge tvrtke naglašavaju važnost ljudskog kapitala kao njihove najvažnije imovine, ali ova se premisa ne reflektira u njihovoj poslovnoj politici kojom se ne potiče izvrsnost zaposlenika. Stoga, predanost nije nešto što bi samo zaposlenici trebali iskazivati tvrtki, već i tvrtka mora načiniti korake prema kvalitetnom upravljanju ljudskim resursima. Hotelske kuće trebaju investirati u edukaciju zaposlenika kao i u razvijanje njihovih potencijala i talenata kako bi postigle visoku kvalitetu usluge koju nude potrošačima.

Edukacija zaposlenika mora biti važna stavka koja će omogućiti predanost zaposlenika tvrtki i kvalitetnu uslugu potrošačima, ali samo ukoliko je kvalitetno implementirana i rukovođena. U suprotnom će vještine i sposobnosti, koje pripadaju pojedincima-zaposlenicima a nisu vlasništvo tvrtke u kojoj rade, biti izgubljene zbog fluktuacije visoko kvalificiranih zaposlenika.

On the other hand, extending our research to social and labour variables that influence the probability of finding satisfied or non-satisfied workers with the job, according to the logit model, it is not possible to detect too many differences between employees with or without university degrees. Discrepancies are shown in marital status (singles are happier in lower education but unhappier among graduates), as well as in work-shifts, which is a source of dissatisfaction among workers with superior education. Finally, the issues that more strongly influence organizational commitment are global satisfaction and relations with superiors in both groups of workers, although one can observe how the workers with lower formative levels appraise, above all, the material conditions of the job, while the graduates emphasize the hotel administration as the main correlation with commitment.

This research and analysis will help management teams to take better decisions about future action strategies. Many organizations acknowledge human capital as their most precious asset but their practice does not reflect this finding and does not induce to excellence in managing individuals. Thus the commitment should not be just from the workers toward the organization but the organization must also make an effort toward quality-management. Hotel establishments are required to invest in training as well as to improve staff attitudes and talents pursuant to achieve a high quality customer service.

The education of human resources has to be considered a valuable asset, which may generate commitment and good services for the clients, but only when it is well implemented and managed. Otherwise, skills and talent, which belong to individuals and not to the organization, may disappear with the high turnover of highly qualified professionals.

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Primljeno: 18. ožujka 2009. / Submitted: 18 March 2009

Prihvaćeno: 12. travnja 2010. / Accepted: 12 April 2010

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