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**KOGNITIVNI I SIMBOLIČKI ELEMENTI
ORGANIZACIJSKE KULTURE HOTELA****COGNITIVE AND SYMBOLIC ELEMENTS
OF THE ORGANIZATIONAL CULTURE IN HOTELS**

SAŽETAK: Organizacijska kultura određena je formom, jačinom i obimom različitih elemenata, prvenstveno kognitivnih i simboličkih te kao takva utječe na uspješnost poslovanja i jedna je od poluga uspješnosti menadžmenta. U hotelijerstvu su ti elementi od iznimne važnosti, jer se na njima u većoj mjeri gradi prepoznatljivost. Slijedom toga predstavljaju konkurentsku prednost na temelju koje će gost hotela donijeti odluku o izboru hotela. U radu se istražuje razina važnosti pojedinih elemenata organizacijske kulture prema percepciji anketiranih hotela. U obradi podataka dobivenih iz provedenih anketa među europskim i brendiranim gradskim hotelskim organizacijama korištene su statističke i matematičke metode kako bi se dokazala osnovna teza da su kognitivni i simbolički elementi važan element u postizanju boljih i na turističkom tržištu prepoznatljivih hotelskih sadržaja, u pravilu u hotelima s pet i četiri zvjezdice, što je i potvrđeno kroz ključne nalaze empirijskog dijela rada.

KLJUČNE RIJEČI: organizacijska kultura, hotel, kognitivni elementi, simbolički elementi

SUMMARY: Organizational culture is determined by form, strength and the volume of certain elements, primarily cognitive and symbolic ones, and as such, it has an effect on company performance. It is one of the corner stones of management's success. In the hotel industry, these elements are of key importance, since recognition is largely based on them. As a result, they represent competitive advantage on the basis of which a guest makes a decision on the choice of hotel. This paper is going to look into how important certain elements of the organizational culture are, according to the polled hotels. In the analysis of the collected data from European and branded city hotel companies, statistical and mathematical methods were used in order to prove the basic thesis that cognitive and symbolic elements are key in developing better hotel facilities and services for mostly five and four-star hotels, recognized by the tourism market. This has been proven by the key findings in the empirical part of this paper.

KEYWORDS: organizational culture, hotel, cognitive elements, symbolic elements

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1. UVOD

Organizacijska kultura se najsnažnije očituje kroz simboličke elemente koji su odraz kognitivnih elemenata jedne te iste kulture. Simbolički elementi su vrlo izraženi u hotelijerstvu gdje ulaze u kategoriju konkurentske prednosti, a osobito su prisutni u hotelima visoke kategorije. Simbolički i kognitivni elementi organizacijske kulture u poslovanju svakog hotela imaju važan utjecaj. Doživljaj hotela i njegovih usluga posebno su važni u definiranju organizacijske kulture, koja posredno ili neposredno utječe na poslovni uspjeh hotela tj. hotelske korporacije. U knjizi "In Search of Excellence", Peters i Waterman postavljaju tezu da je uspjeh kompanije moguće pripisati odlučnoj organizacijskoj kulturi koja je okrenuta prema klijentu i zaposlenicima i koja njeguje kulturu ovlaštenja.¹ Aktualnost teme i postavljenog stava proizlazi iz želje da se istraže potencijalni i pretpostavljeni utjecaji kognitivnih i simboličkih elemenata organizacijske kulture na poslovanje hotela, kvalitetu rada i uspješnost hotelskog menadžmenta te da se ustanovi razina razumijevanja važnosti kognitivnih i simboličkih elemenata u hotelima.

Cilj istraživanja je dokazati koliko su kognitivni i simbolički elementi organizacijske kulture prisutni u percepciji ispitanika i koja važnost im se pridaje u formiranju konkurentske prednosti. Organizacijska kultura dio je ukupne ponude i kvalitete koja se nudi gostima hotela, a koje oni prepoznaju i na koje odgovaraju boravkom u hotelu što neposredno utječe na uspješnost poslovanja hotelskog poduzeća i hotela. Doživljaj gosta određuje posebnost hotela te se tako iz doživljaja dolazi do spoznaje o važnosti kognitivnih i simboličkih elemenata u formiranju organizacijske kulture

1. INTRODUCTION

Organizational culture most strongly manifests itself through symbolic elements which are the reflection of cognitive elements of that culture. Symbolic elements are very clearly noticeable in the hotel industry, in which they are categorized as competitive advantages. They are especially present among high-end hotels. Symbolic and cognitive elements of the organizational culture significantly influence any hotel's business activities. The way in which a hotel and its services are perceived is especially important in defining the organizational culture, which directly or indirectly affects a hotel's performance or the performance of a hotel corporation. In their book "In Search of Excellence", Peters and Waterman present a thesis that a company's performance can be ascribed to a defined organizational culture, which is directed towards customers and employees, and which facilitates the culture of empowerment.¹ The topic of this paper and its thesis is the result of the wish to look into the potential and assumed effect of the cognitive and symbolic elements of the organizational culture on hotel performance, on the quality and success of a hotel management, and to determine the level of understanding of how important cognitive and symbolic elements for a hotel are.

The research has the aim of proving to what extent cognitive and symbolic elements of organizational culture are present in respondents' perceptions and what the level of importance ascribed to them is, in terms of forming a competitive advantage. Organizational culture is part of the services and level of quality offered to guests. These are recognized by guests and are the reason that they choose to stay at a particular hotel, which, in turn, has a direct effect on the hotel's performance. The guest experience determines the way in which a certain hotel differs from

¹ www.flatworldknowledge.com

svakog hotela. U radu se želi utvrditi i korelacija važnosti kognitivnih i simboličkih elemenata s kategorijom tj. kvalitetom hotela. U tu svrhu poslani su upitnici u 280 gradskih hotela s tri, četiri i pet zvjezdica, od kojih je stigao 121 valjani odgovor.

U radu autori primjenjuju statističke i matematičke metode kojima žele dokazati postavljeni cilj istraživanja čime se dolazi do relevantnih rezultata i dostatnih podloga za izvođenje zaključaka.

Elementi organizacijske kulture u hotelijerstvu posebno su zanimljivi glede sustavnosti doživljaja hotelskog objekta sa svim njegovim sadržajima i uslugama koje nudi. Doživljaj i prepoznatljivost hotela za gosta je važnija od njegove formalne kategorije i istaknute kvalitete. Gost hotela sa stavovima o sustavu kvalitete usluge utječe na formiranje organizacijske kulture hotela kao i na elemente organizacijske kulture u hotelskoj korporaciji. Kognitivni i simbolički elementi determiniraju važnost elemenata organizacijske kulture u cjelovitom sustavu kvalitete hotelske ponude. Hoteli koji imaju više od prosječne kvalitete, a to su oni sa četiri i pet zvjezdica, moraju posebnu pažnju posvetiti kognitivnim i simboličkim elementima kako bi na turističkom tržištu postali još konkurentniji, a menadžmentu doprinijeli u povećanju poslovnih uspjeha. Važnost kognitivnih elemenata definira se s naglaskom na hotele koji imaju brendiranu ponudu i tržišnu prepoznatljivost. Brendirani odnosno hoteli sa turističko tržišnom markom lakše definiraju svoje tržišne niše, u čemu im pomažu njihovi kognitivni i simbolički elementi.

others, and this experience reflects how important cognitive and symbolic elements are in forming the organizational culture of every hotel. This paper is going to determine the correlation between the importance of the cognitive and organizational elements and the hotel category i.e. hotel quality. For this reason, questionnaires were sent to 280 city hotels (three, four and five stars). 121 completed questionnaires were sent back.

Authors of this paper used statistical and mathematical methods with the aim of proving the defined aim of the research. In this way, relevant results were obtained and there is a basis to draw conclusions.

Elements of the organizational culture in the hotel industry are particularly important in terms of the systematic quality of the experience connected to a hotel and all the facilities and amenities it has to offer. Experience and recognition of a hotel is more important for a guest than its formal categorization and level of quality. Hotel guests and their attitudes towards the quality of service system, influence the forming of the organizational culture of a hotel, and also the elements of the organizational culture of a hotel corporation. Cognitive and symbolic elements determine the importance of the elements of the organizational culture in the overall quality of the hotel offer. Hotels which provide more than average quality, four and five-star hotels, must pay special attention to cognitive and symbolic elements in order to be more competitive on the tourism market, and to ensure better performance for the management. The importance of cognitive elements is defined with special stress being placed on the hotels with branded services, which are recognized by the market. Branded hotels much more easily define their market niche, a process facilitated by the cognitive and symbolic elements.

2. VAŽNOST ORGANIZACIJSKE KULTURE U HOTELIJERSTVU

Organizacijska kultura je višeslojna i višedimenzionalna što je vrlo uočljivo kroz komponente koje se smatraju elementima sadržaja organizacijske kulture. Najčešći način određivanja organizacijske kulture je podjela na kognitivnu i simboličku komponentu. U kognitivne elemente kulture ubrajaju se vjerovanja, očekivanja, vrijednosti, pretpostavke, etika, osjećaji, značenja, neformalna pravila, norme ponašanja, način mišljenja i pogled na svijet, a u simboličke elemente kulture ubrajaju se jezik, žargon, priče, mitovi, legende, heroji, rituali, logo-tip, fizički izgled itd. Kognitivni elementi su one kategorije koje čine da situacije, stvari ili pojave u organizaciji imaju isto značenje za sve njene članove, a simbolički elementi kulture nose i manifestiraju ta zajednička značenja. Kognitivni elementi obuhvaćaju kategorije koje kreiraju zajedničko mišljenje i ponašanje ljudi u jednoj organizaciji, a simbolički sadržaj kulture obuhvaća sve ono što nastaje kao rezultat ili posljedica zajedničkog mišljenja i ponašanja. Kognitivni elementi se nalaze u razmišljanjima i ne mogu se direktno otkriti, nevidljivi su, a simboli su vidljivi u svakodnevnom životu organizacije. Organizacijska kultura je rezultat kompleksnog procesa učenja koje je djelomično uvjetovano ponašanjem vođe.²

Razlozi uspješnosti nekog menadžmenta i hotelskih poduzeća mogu biti različito tumačeni, jer na uspješnost utječu mnogi čimbenici koji se čak razlikuju i prema pojedinim gospodarskim granama, no postoje karakteristike koje su uočljive kod svih uspješnih kompanija.

Početkom devedesetih istraživanje koje su proveli Adler i Bartholomew pokazalo je da 70% svih međunarodnih članaka o organizacijskom ponašanju i upravljanju ljuds-

2. THE IMPORTANCE OF THE ORGANIZATIONAL STRUCTURE IN THE HOTEL INDUSTRY

Organizational culture is multilayered and multidimensional in its nature, which can be seen from the components considered to be the content elements of the organizational culture. The most frequent way of determining an organizational culture is to divide it into cognitive and symbolic components. Cognitive elements of the culture are beliefs, expectations, values, assumptions, ethics, feelings, meanings, informal rules, behavioral norms, ways of thinking, and world view, whereas symbolic elements of the culture are language, jargon, stories, myths, legends, heroes, rituals, logos, physical appearance, etc. Cognitive elements are those categories which give situations, things or occurrences in an organization the same significance for all its members, whereas symbolic elements of the culture are those that carry and manifest these shared meanings. Cognitive elements comprise those categories which create the shared opinions and behavior of people within a particular organization, whereas the symbolic content of the culture comprises all those things which are the result of shared opinions and behaviors. Cognitive elements can be found in people's minds and cannot be revealed directly, they are invisible, whereas symbols can be seen in an organization's everyday life. Organizational culture is the result of a complex learning process, which is, in part, conditioned by the behavior of the leader.²

Reasons for the success of a management team or a hotel company could be interpreted in different ways, since there are many factors which determine the performance, which depend on a particular industry. However, there are certain features which are shared by every successful company.

² Schein, H.E.: *Organizational Culture and Leadership*, Jossey-Bass, A Wiley Company, San Francisco, 1992., str. 5.

kim resursima uključuju i koncept organizacijske kulture. Gotovo svi članci koji su govorili o kulturi (93,8%) zaključili su da je kultura važna. Godinama teoretičari raspravljaju o utjecaju kulture na menadžment, dok jedna grupa smatra da menadžersko ponašanje u svijetu danas postaje sve sličnije.³

O organizacijskoj kulturi ovisi način obavljanja menadžerskih funkcija, korporativni imidž, i u konačnici efikasnost i profit. Organizacijska kultura i poslovanje su međusobno vezani, što pokazuju čimbenici uspješnosti kao što su prihod, obim prodaje, udio na tržištu i cijena dionica.⁴ Organizacijska kultura može biti izvor konkurentske prednosti poduzeća, jer kreira njegov korporativni imidž, a predstavlja i temelj za izgradnju željenog imidža. Izrazito jaka kultura koju je teško imitirati je konkurentska prednost organizacije⁵. Pri tome ne treba zaboraviti da postoje paralelno formalna i neformalna organizacijska kultura o kojoj treba posebno voditi računa, jer neformalna kultura može kroz širenje glasina (unutar i izvan poduzeća) loše utjecati na imidž kompanije. Kako bi prenošenje glasina bilo lišeno svrhe potrebno je primjenjivati kulturu otvorene komunikacije.⁶

Organizacijska kultura određena je formom, jačinom i obimom različitih elemenata, prvenstveno kognitivnih i simboličkih. U hotelijerstvu su ti elementi od iznimne važnosti, jer se na njima u većoj mjeri gradi prepoznatljivost. Slijedom toga predstavljaju konkurentsku prednost na temelju koje će klijent donijeti odluku o izboru hotela.⁷

In the early 1990s, research carried out by Adler and Bartholomew showed that 70% of all articles dealing with organizational behavior and human resources management mentioned the concept of organizational culture. Almost every article on culture (93,8%) concluded that culture was important. Theoreticians have been discussing the effect of culture on management, while one group of them thinks that various managerial behaviors are becoming more alike in global terms.³

The way in which managerial tasks are carried out, corporate image, and in the end, efficiency and profit, all depend on organizational culture. Organizational culture and performance are intertwined, and factors such as revenue, sales volume, market share and stock price prove that.⁴ Organizational culture can be the source of the competitive advantage of a company, since it creates its corporate image, and it represents the basis for creating a specific company image. An exceptionally strong culture which is difficult to imitate is a competitive advantage of an organization.⁵ One should not forget that there is a formal and informal organizational culture existing at the same time. Informal organizational culture deserves special attention, since it could serve as a means for spreading rumors (within and outside company), which could have a negative effect on company image. In order to make spreading rumors pointless, open-communication culture should be encouraged.⁶

Organizational structure is defined by form, strength and volume of different elements, primarily cognitive and symbolic ones. All of these elements are extremely important in the hotel industry, since the level of

³ <http://static.highbeam.com/o/organizationstudies>, 2006.

⁴ Kotter, J.P. & Heskett, J.L.: *Corporate Culture and Performance*, New York, 1992, Free Press, str. 209.

⁵ Barney, J.B.: *Organizational culture: can it be a source of sustained competitive advantage?* *Academy of Management Review* 11, 1986, 656

⁶ Babić, M.: *Korporativni imidž*, Adamić, Rijeka, 2004., str. 206.

⁷ Galičić V. i Ivanović S., "Menadžment zadovoljstva gosta", *Fakultet za menadžment u turizmu i ugostiteljstvu*, Opatija, Opatija 2008., str. 119.

Izrečeni stavovi navode na daljnje pojašnjenje sustava nastanka organizacijske kulture u hotelu u svijetlu sagledavanja uspješnosti poslovanja hotela kao posljedice uspješnosti menadžmenta hotela, kao i detaljnije sagledavanje elementa organizacijske kulture u hotelijerstvu kao sustava koji teži ispunjenju potreba i očekivanih razina usluga od strane gosta hotela.

2.1. Nastanak i razvoj organizacijske kulture u hotelijerstvu

Organizacijska kultura nastaje kao rezultat zajedničkog iskustva članova organizacije. Prema nekim teorijama, kultura neke organizacije stvara se brzo: više od četiri zaposlenika koji zajedno rade više od dva mjeseca tvore organizacijsku kulturu.⁸ U procesu stvaranja organizacijska kultura prolazi kroz nekoliko faza. Štoviše, smatra se da je organizacijska kultura u stalnom procesu izgradnje i oblikovanja te stoga ima svoj životni ciklus.⁹

U **prvoj fazi** (to je faza rođenja i ranog i ubrzanog rasta, 'djetinjstvo') organizacijska kultura ima osnovnu funkciju kreiranja identiteta organizacije. Stvaraju je osnivači organizacije i temelji se na njihovim uvjerenjima i pretpostavkama. Kultura je još nedovoljno izgrađena i formirana; to je period u kojem poduzeće tek uči kako rješavati osnovne probleme. Proces stvaranja kulture je proces traženja identiteta članova organizacije. U ovoj je fazi naglasak na diferenciranju od ostalih sličnih organizacija i jednom uspostavljena kultura teško se mijenja jer je svojevrsna stabilnost potrebna članovima organizacije. Na kraju te prve faze obično dolazi do krize liderstva, jer jedan lider više

recognition greatly depends on them. These features, in turn, represent the competitive advantage that will be the basis of a customer's final decision when choosing a hotel.⁷

All of the above prompt us to further explain the process of creating the organizational culture in light of analyzing hotel performance as the result of the hotel management's level of success. This paper is going to give further insight in the elements of the organizational culture in the hotel industry as a system which strives to fulfill the guest's needs and provide the expected level of service.

2.1. The Creation and Development of Organizational Culture in The Hotel Industry

Organizational culture is the result of the shared experience among members of a particular organization. According to some theories, the culture of a particular organization is created very quickly: more than four employees who have been working together for more than two months make the organizational culture.⁸ In the process of its creation, the organizational culture goes through several stages. Moreover, the organizational culture is considered to be passing through an ongoing process of development and formation, and for that reason, has a life cycle of its own.⁹

In the **first stage** (the birth and early and fast growth stage, "childhood" stage) the basic function of the organizational culture is to create the identity of the organization. It is created by the founders of the organization and it is based on their beliefs and assumptions. The culture is not sufficiently developed and formed, and this is the period in which a company is still learning how to deal with basic problems. The process of

⁸ www.alliesconsulting.com/resources/articles/idinflcult.html - Giles, R.: Identifying and Influencing Organizational Culture, 2006.

⁹ Schein, E.H.: 'Organizational Culture and Leadership', Jossey-Bass, A Wiley Company, San Francisco, USA, 1992, str.303.

ne može efikasno upravljati naraslom organizacijom. Ukoliko inzistira na dotadašnjem načinu vođenja kompanije – "jedan čovjek", postaje glavna prepreka razvoju poduzeća.

U **drugoj fazi** kultura sazrijeva zajedno s članovima organizacije. Stvoren je identitet, izgrađene su osnovne pretpostavke, vjerovanja i vrijednosti. Pojavljuju se prva drugačija mišljenja koja se kasnije razvijaju u supkulture. Ukoliko su one vrlo jake, mogu dovesti do krize poduzeća. U ovoj su fazi kulture realnije. Često je to situacija u kojoj se inicijalna kultura polako napušta i stvara nova, drugačija. To je prijelaz od kulture osnivača na kulturu druge, treće ili četvrte generacije voditelja organizacije.

Treća faza u životnom ciklusu organizacijske kulture predstavlja zrelost. U ovoj fazi poduzeće postaje inertno i nefleksibilno, a organizacijska struktura se birokratizira. Organizacijska kultura u ovoj fazi može postati glavni kočničar razvoja poduzeća jer onemogućava neophodne promjene. U toj se fazi promjene događaju ili dolazi do propasti poduzeća. Ukoliko dolazi do promjena, to znači i promjenu organizacijske kulture poduzeća. Kroz životni ciklus mijenja se i sadržaj organizacijske kulture. Ukoliko je konflikt između stare i nove kulture jak, i prijelaz onemogućen prihvaćanjem potrebe za promjenama, može doći do potpune promjene kulture kroz skandale i destrukciju iz kojih se rađa nova kultura.

U prvoj fazi razvoja zaposlenici se snažno identificiraju s poduzećem, u drugoj fazi još uvijek je duh poduzeća dominantan, ali zaposlenici sebe pronalaze u supkultutama, dok se u trećoj fazi pojavljuje egocentričizam i osobni se interes stavlja ispred interesa kompanije.

Svako poduzeće ima svoju vlastitu, jedinstvenu kulturu koja je u interakciji s formalnom organizacijskom strukturom.

creating the culture is the process of looking for identities of the organization members. At this stage, the focus is placed on differentiating itself from similar organizations and the culture which has been established in this way is difficult to change because a certain level of stability is what the organization members require. At the end of the first stage, a leadership crisis usually occurs, since one leader alone is not able to efficiently manage the organization which has grown. In case the leader insists on carrying on with the previous way of managing the company – "one man", he or she become the main obstacle to company development.

In the **second stage** the culture matures along with the organization members. The identity has been created, the basic assumptions, beliefs and values have been developed. This is the stage when different opinions appear for the first time, which leads to the development of subcultures. If these subcultures are strong enough, they could lead to a company-crisis. At this stage the cultures are more realistic. Very often, this is a situation when the initial culture is abandoned and it makes way for a new, different culture. This is a transition from the founder's culture towards the culture of the second, third or fourth generation of the organization leaders.

The **third stage** in the life cycle of the organizational culture represents maturity. At this stage, the company becomes inert and inflexible, and the organizational structure is marked by bureaucracy. At this stage, the organizational culture could become the main obstacle in the company development, since it precludes the necessary changes. If changes do not occur at this stage, the company will cease to exist. If changes do occur, they entail a change in the company's organizational culture. The content of the organizational culture changes throughout the company's life cycle. In case the conflict between the old and the new culture is strong, and the transition is precluded due to the rejection of the need

Murray Johannsen piše o pet faza organizacijskog životnog ciklusa koje povezuje s organizacijskom kulturom¹⁰:

1. početak ili rođenje
osnivač organizacije stvara poslove, rukovodeću grupu i poslovni plan
2. rast (dijeli se na ranu ili brzu fazu rasta i na fazu zrelosti - spori rast ili nedostatak rasta)
organizacija se razvija, povećava se broj zaposlenih, programira se kontinuirani rast, pojavljuju se prve naznake problema
3. propadanje iz kojeg se organizacija razvija
(organizacije koje nastavljaju poslovati na isti način, a očekuju drugačije rezultate predodređene su za ozbiljne probleme, gubitak profita, poslova, rast dugova)
4. obnovu ili
nije neophodno da se propadanje nastavi, nego je moguće promijeniti taj trend kroz primjenu novih znanja i vještina. Uvodi se također i rigorozni program promjene i transformacija organizacijske kulture.
5. smrt
organizacija koja nije u mogućnosti uspostaviti i uspješno primijeniti sustav obnove neće moći opstati.

Ove faze organizacijskog ciklusa odražavaju se na faze organizacijske kulture. U četvrtoj fazi, u kojoj se postavlja raskrsnica "uspjeti ili propasti", organizacijska kultura može imati presudnu ulogu.

to change, a complete overhaul in the culture could occur through scandals and destruction, which give birth to a new culture.

In the first stage of development, employees very strongly identify with their company; in the second stage, the overall company spirit is still present, but employees find themselves in subcultures, whereas the third stage is marked by the emerging egocentrism and company interest takes a backseat to personal interest.

Every company has its own, unique culture which interacts with the formal organizational structure.

Murray Johansen writes about five stages of the life cycle of an organization, which he connects to the organizational culture¹⁰:

1. the beginning or birth
the founder of the organization creates jobs, manages the group and the business plan
2. development (consists of the early or quick stage of growth and the maturity stage - slow growth or lack of it)
organization develops, the number of employees grows, continuous growth is programmed, first signs of problems occur
3. decline from which the organization grows (organizations which continue to do business in the same way whilst expecting different results are determined to face serious problems, loss of profits, business, increase of debt)
4. recovery or
the decline doesn't necessarily need to continue. It is possible to change this trend through implementation of new skills and knowledge. A new program of changes and transformation of the organizational culture is introduced
5. death
organization which is not able to come up and successfully implement a recovery system is not going to be able to survive.

¹⁰ www.legacee.com; Johannsen M.: Five Phases of the Organizational Life Cycle

2.2. Elementi organizacijske kulture u hotelijerstvu

Organizacijska kultura je višedimenzionalni pojam i može se promatrati na nekoliko načina. Različite definicije organizacijske kulture obuhvaćaju i različite elemente, no moguće je odrediti zajedničke ključne elemente koji se nalaze prisutni u svim objašnjenjima pojma organizacijske kulture. Ovi ključni elementi koji se koriste za određivanje korporativne kulture su, prije svega, njen sadržaj u smislu značenja koja stvarima ili događanjima pridaju članovi organizacije, socijalni karakter što znači da postoji na razini organizacije, a ne na individualnoj razini, zatim efekti koje ima na organizaciju i njene članove i način postanka – jer organizacijska kultura nastaje kroz zajedničko iskustvo članova organizacije. Stabilnost organizacijske kulture u nekom određenom vremenskom periodu, kao i održavanje, odnosno uključivanje novih članova te jedinstvenost (svaka organizacijska kultura je jedinstvena i neponovljiva) također su elementi organizacijske kulture.¹¹

Pri određivanju organizacijske kulture potrebno je razmotriti niz elemenata koji uključuju osnovne elemente kao što su sadržaj kulture, socijalni karakter, efekte, odnosno posljedice, zatim način nastanka, emocionalno doživljavanje, stabilnost i održavanje i jedinstvenost ili specifičnost koja razlikuje neku organizaciju od druge, a zatim ostale elemente koji su neizostavni dio korporativne kulture – materijalna i simbolička ponašanja i karakteristike, osnovne pretpostavke i vjerovanja, zatim rituale, jezik, priče, misiju i motivaciju.¹² U organizacijskoj kulturi moguće je razlikovati *deklariranu kulturu* i *kulturu u praksi*. Deklarirana kultura je način na koji bi rukovoditelji neke organizacije željeli predstaviti se javnosti i

These organizational cycle stages are reflected in the stages of the organizational culture's development. In the fourth stage, which represents the "sink or swim" turning point, organizational culture could have a decisive role.

2.2. The Elements of Organizational Culture in the Hotel Industry

Organizational culture is a multidimensional term and can be viewed in several ways. Various definitions of the organizational culture entail various elements. Nevertheless, it is possible to identify common key elements existing in all definitions of the organizational culture. The key elements used for determining corporate culture are primarily the following: its content, in the sense of meanings that the members of the organization ascribe to the objects or events, social character, which exists on the level of an organization, and not on the individual level, and then there are effects that the organizational culture has on the organization and its members and the way it is created – since the organizational culture is developed through the shared experience of organization members. Stability of the organizational culture at a certain time period, including both its sustention, i.e. involvement of new members, and its uniqueness (every organizational culture is unique and singular), are also elements of organizational culture.¹¹

In determining the organizational culture it is necessary to consider a number of elements which entail basic elements such as the content of the culture, social character, effects, i.e. consequences, the way in which it was created, emotional experience, stability and reflection as well as the uniqueness or special features which distinguish a certain organization from others. There are other

¹¹ Janićijević, N.: Organizaciona kultura, *Ulixes*, Novi Sad i *Ekonomski fakultet*, Beograd, 1997., str. 40.

¹² Chen, R. J.C. "Comparing forecasting models in tourism", *Journal of hospitality & tourism research*, International Chrie, Sage, volume 32., No.1, February 2008 Hong Kong 2008., str.6.

iskazuje se u izjavama o misiji, godišnjim izvještajima, govorima viših rukovoditelja. Kultura u praksi opisuje kulturne norme s kojima se zaposlenici u stvarnosti saživljavaju.¹³ Razlikuju se kognitivni i simbolički elementi kulture kao sustav kojim je moguće klasificirati sadržaj korporativne kulture. Simbolički elementi su vidljivi, jer se očituju kroz svakodnevni rad zaposlenika, dok se kognitivni elementi generiraju u njihovim razmišljanjima i stavovima. Bez tih elemenata ne može se govoriti o korporativnoj kulturi niti pristupiti analizi korporativne kulture nekog poduzeća. Također je zanimljiva razlika između deklariranih kultura i kultura u praksi. U nekim hotelskim lancima i na određenim lokacijama dešava se raskorak između te dvije kulture. Uočljivi su utjecaji i refleksije jakih i slabih kultura, pri čemu se smatra općenito da će hotelska poduzeća s jakim kulturom bolje poslovati i imati bolje rezultate od onih sa slabom kulturom. U hotelijerskoj korporativnoj kulturi veliki značaj imaju semantički, bihevioristički i materijalni simboli te se često različite korporativne kulture dokazuju upravo na tim elementima. Promjene nekih od tih simbola mogu ozbiljno narušiti odnose unutar organizacije, kao što je vidljivo iz primjera uniformi jednog luksuznog hotela u Zagrebu, (izrađene su nove uniforme za cjelokupno osoblje, potpuno identičnog kroja, s vrlo diskretnom razlikom u boji prsluka; osoblje se pobunilo jer je smatralo da gost po odjeći mora prepoznati funkciju osoblja i hijerarhijske razine), a različitost u usvojenom vremenskom konceptu, kao dijelu korporativne kulture, može uzrokovati probleme u hotelima gdje je strani menadžment donio i primjenjuje monohroni vremenski koncept u okruženju koje prihvaća polihroni pristup. Monohroni koncept se temelji na stavu da se vrijeme troši i odlazi nepovratno (Amerika, Kanada, zapadna i sjeverna Europa), a polihroni promatra vri-

indispensable elements of the corporate culture – material and symbolic behaviors and characteristics, basic assumptions and beliefs, rituals, language, stories, mission statement and motivation.¹² In organizational culture it is possible to distinguish between a *declared culture* and the *culture in practice*. Declared culture is a way in which the managers of a certain organization would like to present themselves to the public and this type of culture can be found in mission statements, annual reports or heard in speeches made by senior management. In practice, this culture describes the cultural norms employees identify with in reality.¹³ We can differentiate between cognitive and symbolic elements of the culture as a system which can be used to classify the content of the corporate culture. Symbolic elements are visible, since they can be identified from the employees' everyday activities, whereas cognitive elements are generated through their opinions and attitudes. Without these elements, it is impossible to either talk about corporate culture or start with the analysis of the corporate culture of a certain company. Another interesting thing is the difference between declared cultures and cultures in practice. In some hotel chains and on certain locations there is a discrepancy between these two cultures. Effects of strong and weak cultures can be identified, and it is generally considered that hotel companies with a strong culture will have a better performance than those with a weak culture. In the hotel industry, corporate culture's semantic, behaviorist and material symbols have great importance, and the strength of different corporate cultures is identified by those exact elements. The changes in some of these symbols can seriously undermine the relations within a particular organization. An example of this is the case of uniforms at a luxury hotel in Zagreb, (when new identical uniforms were issued for the entire staff, with a slight difference in the color of the waistcoat,

¹³ Guerrier, Y.: Organizational Behaviour in Hotels and Restaurants, John Wiley & Sons, Ltd, Chichester, 1999., str.94.

jeme na ciklički način, vrijeme putuje u kružnom putu i uvijek se vraća (Azija, Bliski Istok, Latinska Amerika)¹⁴. Različitosti u shvaćanju prostora također mogu dovesti do nesporazuma i loših odnosa u istoj situaciji kada se radi o suprotstavljenim kulturama menadžmenta i zaposlenika. Jezik kao element korporativne kulture određuje ponekad i kategoriju hotela kao i pripadnost specifičnom hotelskom sustavu, a za hotele od osobitog značaja su priče i mitovi na kojima se ponekad gradi konkurentna prednost. U određivanju korporativne kulture izuzetnu ulogu ima menadžment ljudskih potencijala kroz koji se pronalaze i educiraju kadrovi koji će se uklopiti u postojeću kulturu i koji će je nastaviti graditi. U svom periodu poslovanja svako poduzeće prolazi kroz određene promjene, a da bi promjene bile kvalitetno realizirane, nameće se kao potreba na prvom mjestu promjena korporativne kulture. Ne postoji poduzeće koje ima jedinstvenu, monolitnu kulturu, nego pored dominantne, prevladavajuće i vidljive kulture prema javnosti, postoji i niz subkultura, koje se stvaraju na različitim principima.¹⁵

Na kraju iznesenog može se zaključiti da o organizacijskoj kulturi ovisi način obavljanja menadžerskih funkcija, korporativni imidž i, u konačnici, efikasnost i profit. Organizacijska kultura može biti izvor konkurentne prednosti poduzeća, jer kreira njegov korporativni imidž, a predstavlja i temelj za izgradnju željenog imidža. Elementi organizacijske kulture u hotelijerstvu su dio sustava koje stvaraju zaposlenici svojim stavovima i odnosima koji se prenose na goste hotela i tako utječu na uspješnost i tržišnu prepoznatljivost hotelskih usluga.¹⁶

the staff complained because they considered that a guest should be able to know what each member of staff does and their position in the hierarchical structure from their clothes), and difference in the acquired time concept as a part of corporate culture can cause problems in hotels where management has passed and implemented a monochronic time concept in an environment which has accepted a polychronic approach. A monochronic concept is based on the attitude that time is spent irreversibly (America, Canada, Northern and Western Europe), whereas a polychronic concept views time cycles, which means that time always comes back (Asia, the Middle East, Latin America)¹⁴. The differences in the way space is perceived could also lead to misunderstanding and bad relations in the same situation, when opposed cultures of managers and employees are involved. Language as the element of corporate culture can sometimes determine the hotel category as well as a specific hotel system. Another thing of great importance for hotels are stories and myths, which can be a basis for competitive advantage. In determining corporate culture human resources management play a special role. Human resources search and train employees who will become a part of the existing structure, and who will, continue to develop that structure. Every company goes through certain changes, and for the changes to be efficiently implemented, there is, above all, a need for changes in the corporate culture. There is no such thing as a company with a unique monolithic culture. Apart from the dominant, prevalent culture seen in the public, there is also a number of subcultures which are created on different principles.¹⁵

From all of the above one can conclude that the way managerial tasks are carried out, corporate image and efficiency and profit all

¹⁴ Yu, L.: *The International Hospitality Business – Management and Operations*, The Haworth Hospitality Press, New York, 1999. str. 73.

¹⁵ Kimm B. & George R.T., *The relationship between leader-member exchange study*, Journal of hospitality & Tourism research, vol 29. No.4. 2005., str. 468.

¹⁶ Rutherford, D.: *Hotel Management and Operations*, Van Nostrand Reinhold, New York, 1995., str. 45.

3. OBILJEŽJA KOGNITIVNIH I SIMBOLIČKIH ELEMENTA

Najčešći način određivanja organizacijske kulture je podjela na kognitivnu i simboličku komponentu. Janićijević donosi shemu podjele kognitivnih i simboličkih elemenata kulture (tablica 1).

depend on the organizational culture. Organizational culture can be the source of a company's competitive advantage, because it creates its corporate image, and it represents the basis for creating the desired image. Elements of the organizational culture in the hotel industry are part of the system created by employees' attitudes and relations. Those are, in turn, transferred onto the guests and have an effect on the performance and market recognition of hotel services.¹⁵

3. THE FEATURES OF COGNITIVE AND SYMBOLIC ELEMENTS

The most common way to determine the organizational culture is to divide it into cognitive and symbolic components. Janićijević gives a schematic diagram of the cognitive and symbolic elements of a culture (Table 1).

Tablica 1. Elementi organizacijske kulture / Table 1: Elements of organizational culture

Cognitive elements of the culture / Kognitivni elementi kulture	Symbolic elements of the culture / Simbolički elementi kulture
Assumptions / Pretpostavke	Communication patterns / Obrazac komunikacije
Attitudes / Stavovi	Behavior models / Modeli ponašanja
Beliefs / Vjerovanja	Ceremonies / Ceremonije
Atmosphere / Klima	Anecdotes / Anegdote
Dedication / Posvećenost	Customs within an organization / Običaji u organizaciji
Ethics / Etika	The way tasks are carried out / Način obavljanja poslova
Shared expectations / Zajednička očekivanja	Habits / Navike
Feelings / Osjećaji	History / Povijest
Identity / Identitet	Language / Jezik
Meanings / Značenja	Jargon / Žargon
Ideology / Ideologija	Practice / Praksa
Norms / Norme	Physical objects / Fizički objekti
Values / Vrijednosti	Interaction models / Modeli interakcija
Informal rules / Neformalna pravila	Rituals / Rituali
Company spirit / Duh firme	Stories and legends / Priče i legende
The way of thinking / Način mišljenja	Symbols / Simboli
Vision / Vizija	Tradition / Tradicija
World view / Pogled na svijet	Myths / Mitovi

Source: Janićijević, N. : Organizaciona kultura, *Ulixes*, Novi Sad i Ekonomski fakultet, Beograd, 1997, p. 48

Janićijević navodi veliki broj elemenata, no osnovni kognitivni elementi organizacijske kulture su pretpostavke, vrijednosti i norme ponašanja i oni se nalaze u temeljima simboličkih elemenata, koji su u stvarnosti vanjska forma zbira kognitivnih elemenata, kao što je prikazano na slici 1.

Slika 1: Organizacijska kultura kao santa leda

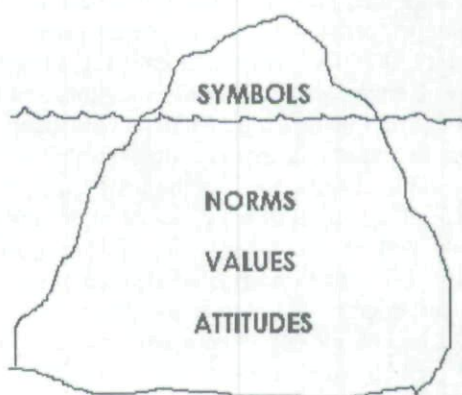


Izvor : Janićijević, N.: Organizaciona kultura, *Ulixes*, Novi Sad i *Ekonomski fakultet*, Beograd, 1997., str. 49.

Da bi se analizirao kognitivni sadržaj organizacijske kulture, prethodno treba proučiti pretpostavke simboličkog interakcionizma, kao osnovu socijalne i kognitivne psihologije, koje su pretpostavka razumijevanja kognitivnih elemenata organizacijske kulture. Osnovna je teza da ljudi ne reaguju na socijalne situacije kakve u stvari jesu, već na osnovu značenja koje za njih imaju. Ponašanje ljudi dakle nije određeno samom situacijom, već značenjem koje ta situacija ima za njih. U odnosima se uključuje i proces interpretacije kao među faza između akcije i reakcije.

Janićijević lists a large number of elements, but the basic elements of the organizational culture are assumptions, values and behavior norms. These can be found in the basis of symbolic elements, which are, in reality, the external form of the sum total of cognitive elements, as can be seen from the figure 1:

Figure 1: Organizational culture as an iceberg.



Source : Janićijević, N.: Organizaciona kultura, *Ulixes*, Novi Sad i *Ekonomski fakultet*, Beograd, 1997, p. 49.

In order to analyze the cognitive content of the organizational culture, the premises of the symbolic interactionism need to be looked at, as the basis for social and cognitive psychology. These premises are the precondition for understanding the cognitive elements of the organizational culture. The basic thesis is that people do not react to social situations as they really exist, but rather to the basic meaning they have for them. Therefore, a person's behavior is not determined by the situation itself, but the meaning that the situation has for them. The interpretation process is also included in the relations as a mid-stage between action and reaction.

3.1. Ciljevi i metodologija istraživanja

Cilj istraživanja je pokazati koju važnost pojedinim kognitivnim i simboličkim elementima u stvaranju organizacijske kulture pridaju ispitani hoteli. Organizacijska kultura dio je ukupne ponude i kvalitete koja se nudi gostima hotela, a prema kojima gosti biraju hotel što neposredno utječe na uspješnost poslovanja hotela. Malo je literature vezano isključivo uz hotele te je stoga, uz relevantne izvore za potrebe rada, izvedeno i anketiranje. Od 280 gradskih hotela u Europi s tri, četiri i pet zvjezdica srednje veličine (150-200 soba) i s punom uslugom na koje je anketa poslana obrađeni su dobiveni upotrebljivi podaci iz 121 hotela. Od ispitanika je traženo da ocijene razinu važnosti pojedinih kognitivnih i simboličkih elemenata kulture za stvaranje cjelovite organizacijske kulture s ocjenom od 1 (najniža vrijednost) do 5 (najviša vrijednost). Predloženo je pet kognitivnih elemenata (vjerovanja, etika, duh firme, način mišljenja i vizija) i pet simboličkih elemenata (ceremonije, priče i legende, simboli, navike i tradicija). U nastavku teksta obrađuje se važnost pojedinih kognitivnih i simboličkih elemenata u stvaranju korporativne kulture hotela i sustav konačnih stavova i rezultata kojima se dokazuje važnost utjecaja tržišne prepoznatljivosti hotela upravo po imenima, kvaliteti, marki, ali koje je uvijek vezano za ukupnost kvalitete hotelske usluge. Kvaliteta hotelske usluge veća je u brendiranim nego u nebrendiranim hotelima. Anketa je upućena direktorima hotela, a odgovori koji su dobiveni dolazili su iz ureda generalnih direktora.

Statistički je obrađen ukupno 121 pristigao valjan odgovor, od kojih 56 ne pripada niti jednom brendu, a 65 je u nekom od međunarodnih hotelskih sustava. U analizi su prikazani rezultati ankete prema kategorijama hotela, prema određenju pripadnosti nekom brendu i u međusobnoj korelaciji.

3.1. The Aims and Methodology of the Research

The aim of the research was to show how important certain cognitive and symbolic elements are according to the polled hotels. The organizational culture is part of the overall hotel offer and quality of service on the basis of which guests choose a hotel, and it directly affects hotel performance. There is not a lot of literature written on the topic, therefore, along with the relevant sources, an opinion poll had been carried out for the purposes of this paper. The questionnaires had been sent out to 280 three, four and five-star mid-sized (150-200 rooms) European hotels offering full service. 121 questionnaires had been returned. The respondents were asked to evaluate the level of importance of certain cognitive and symbolic culture elements required for the creation of the organizational culture, and give them a mark from 1 (the lowest value) to 5 (the highest value). The respondents could choose between five cognitive elements (beliefs, ethics, company spirit, the way of thinking, vision) and five symbolic ones (ceremonies, stories, legends, symbols, habits, tradition). This paper is going to analyze the levels of importance given to certain cognitive and symbolic elements in the process of creating hotel corporate structure, and the system of final attitudes and results, used to prove how important a hotel's market recognition by name, quality and brand is, and how this market recognition is always connected to the quality of service a hotel offers. The level of quality of service is higher in branded hotels than in non-branded ones. The opinion poll was carried out among hotel managers and the completed questionnaires were sent back by CEOs.

121 questionnaires which had been returned were statistically analyzed. 56 of these were sent back by non branded hotels, and 65 by one of the international hotel companies. The analysis shows the results of the poll according to hotel category and brand, which are correlated.

Tablica 2.: Kategorija hotela (broj zvjezdica)**Table 2: Hotel Categories (star numbers)**

	Frekvencija / Frequency	%	Kumulativni % / Cumulative %
Tri zvjezdice / Three star	45	37.2	37.2
Četiri zvjezdice / Four star	38	31.4	68.6
Pet zvjezdica / Five star	38	31.4	100.0
Ukupno / Total	121	100.0	

Iz Tablice 2. vidljivo je da je obrađen ukupno 121 hotel različitih kategorija od kojih je bilo 45 s tri zvjezdice, 38 s četiri zvjezdice i 38 s pet zvjezdica, odnosno 37,2% hotela s tri zvjezdice i 31,4% hotela s četiri i pet zvjezdica.

Table 2 shows that data from 121 hotels were analyzed. These hotels belong to different categories: 45 hotels were three-star hotels, 38 were four-star and 38 five-star hotels. In other words, three-star hotels account for 37, 2% and four and five-star hotels account for 31,4% each in the total number of hotels analyzed.

Tablica 3.: Pripadnost hotelskom brendu**Table 3: Brand affiliation**

	Frekvencija / Frequency	%	Kumulativni % / Cumulative %
Ne pripada brendu / Non branded	56	46.3	46.3
Pripada brendu / Branded	65	53.7	100.0
Ukupno / Total	121	100.0	

Od obrađenih hotela (121) 56 hotela su nezavisni hoteli, odnosno nisu pripadali nikakvom hotelskom sustavu, a 65 hotela je bilo unutar nekog brenda, 46,3% nije pripadalo brendu, a u sustavu je bilo 53,7% anketiranih hotela (bilo menadžmenta, konzorcija ili franšize). U nekim analizama zajedno su razmatrani hoteli s četiri i pet zvjezdica, jer se tako u nekim multivarijantnim inferencijalnim statističkim analizama (dvo-smjerna analiza varijance s interakcijom) postiže dovoljan broj jedinica analize po grupama koje se uspoređuju.

Out of 121 hotels that participated in the research, 56 were independent hotels, i.e. they did not belong to any kind of hotel system, while 65 hotels belonged to one of the brands, 46.3% did not belong to a brand, and 53.7% of the surveyed hotels were a part of a hotel system (management, consortium or franchise system). In some analyses, four and five-star hotels were analyzed together, because in some multivariate inferential statistic analyses (two-way analysis of variance with interaction) a sufficient number of per-group-units of analysis is achieved, which are then compared to each other.

3.2. Kognitivni i simbolički elementi organizacijske kulture nebrandiranih hotela

U Tablici 4. prikazani su stavovi svih anketiranih hotela o pojedinim kognitivnim i simboličkim elementima organizacijske kulture.

3.2. The Cognitive and Symbolic Elements of the Organizational Culture of Non Branded Hotels

Table 4 shows the attitudes of all surveyed hotels concerning certain cognitive and symbolic elements of organizational culture.

Tablica 4. Usporedba značaja kognitivnih i simboličkih elemenata u hotelima različitih kategorija

Table 4: Importance of cognitive and symbolic elements in hotels of various categories

		N	Aritmetička sredina / Arithmetic mean	Standardna devijacija / Standard deviation
Vjerovanja <i>Beliefs</i>	3*	45	2.44	.659
	4* - 5*	76	2.79	.549
	Ukupno / Total	121	2.66	.613
Etika <i>Ethics</i>	3*	45	2.00	.674
	4* - 5*	76	3.78	.842
	Ukupno / Total	121	3.12	1.163
Duh firme <i>Company spirit</i>	3*	45	3.60	.539
	4* - 5*	76	3.76	.728
	Ukupno / Total	121	3.70	.666
Način mišljenja <i>The way of thinking</i>	3*	45	3.36	.712
	4* - 5*	76	3.96	.756
	Ukupno / Total	121	3.74	.793
Vizija <i>Vision</i>	3*	45	2.69	.596
	4* - 5*	76	4.39	.675
	Ukupno / Total	121	3.76	1.049
Ceremonije <i>Ceremonies</i>	3*	44	3.39	.945
	4* - 5*	76	2.83	.885
	Ukupno / Total	20	3.03	.943
Priče i legende <i>Stories and legends</i>	3*	45	3.07	.654
	4* - 5*	76	3.13	.943
	Ukupno / Total	121	3.11	.845
Simboli <i>Symbols</i>	3*	45	3.67	.769
	4* - 5*	76	3.62	.952
	Ukupno / Total	121	3.64	.885
Navike <i>Habits</i>	3*	45	3.84	.673
	4* - 5*	76	4.20	.766
	Ukupno / Total	121	4.07	.750
Tradicija <i>Tradition</i>	3*	45	2.93	.720
	4* - 5*	76	4.64	.647
	Ukupno / Total	121	4.01	1.068

3* - Hoteli s tri zvjezdice / Three star hotels

4* - 5* - Hoteli s četiri i pet zvjezdica / Four & five star hotels

Uspoređuju li se hoteli različite kategorije i ugradnja kognitivnih i simboličkih elemenata u njihovu kulturu, moguće je zaključiti da hoteli više kategorije statistički veću važnost pripisuju viziji, navikama i tradiciji, dok hoteli niže kategorije veću važnost pripisuju ceremonijama.

Iz Tablice 4. u kojoj su istaknuti statistički veći rezultati (**bold**) može se zaključiti da hoteli ukupno najveću važnost pridaju navikama (aritmetička sredina 4,07) i tradiciji (4,01). Vizija se nalazi na trećem mjestu važnosti (3,76).

Temeljem iznesenih prikaza i tablica može se zaključiti da se etika smatra nešto manje važnim (3,12), a vjerovanja najmanje važnim kognitivnim elementom (kurziv 2,66) potrebnim za stvaranje organizacijske kulture. Simboli se smatraju nešto manje važnim, a priče i legende te ceremonije najmanje važnim simboličkim elementom potrebnim za stvaranje organizacijske kulture. Moguće je također zaključiti da hoteli više kategorije statistički značajno veću važnost pripisuju viziji (4,39), navikama (4,20) i tradiciji (4,64) od hotela niže kategorije (vizija 2,69, navike 3,84, tradicija 2,93) dok hoteli niže kategorije veću važnost pripisuju ceremonijama (3,39) nego li hoteli više kategorije (2,83).

Statistička analiza različitosti unutar grupa hotela s tri zvjezdice i hotela s četiri i pet zvjezdica prikazana je u Tablici 5.

Procjene važnosti kognitivnih i simboličkih elemenata za formiranje organizacijske kulture razlikuju se u hotelima s tri zvjezdice od procjena u hotelima s četiri ili pet zvjezdica. Sve razlike prikazane su u Tablici 5., s ciljem provjere statističke značajnosti navedenih razlika i generalizacije rezultata s uzorka na populaciju provedena je analiza varijance.

Različitosti se iskazuju i u hotelima koji pripadaju nekom brendu te su u nastavku detaljnije analizirani hoteli koji su brendirani.

When hotels of different categories are compared to the way cognitive and symbolic elements are incorporated into their culture, it can be concluded that hotels of higher category give much more importance to vision, habits and tradition, whereas hotels of lower category consider ceremonies to be more important.

The conclusions that can be drawn from Table 4, showing statistically higher results (**bold**), are that hotels generally consider habits (arithmetic mean of 4.07) and tradition (4.01) to be the most important. Vision is in the third place (3.76).

The figures from the table show that ethics are considered slightly less important (3.12), while beliefs are the least important cognitive element in the process of creating the organizational culture (*2.66*). Symbols are considered to be slightly less important, while stories and legends along with ceremonies are the least important symbolic elements in the process of creating the organizational culture. It can be concluded that statistically, hotels of higher category consider vision (4.39), habits (4.20) and tradition to be more important than it is the case with hotels of lower category (vision 2.69, habits 3.84, tradition 2.93). Hotels of lower categories give more importance to ceremonies (3.39) than hotels of higher category do (2.83).

Statistical analysis of differences between groups of four and five-star hotels is shown in Table 5.

The levels of importance given to symbolic and cognitive elements in the process of forming the organizational culture are different for three-star hotels in comparison to those for four and five-star ones. All differences are shown in Table 5, and an analysis of variance was carried out with the aim of verifying the statistical significance of the differences, and of generalizing the results from sample to population.

There are differences among branded hotels as well. The more detailed analysis of these hotels will be looked at in the following part of this paper.

Tablica 5: Statističke značajnosti razlika (analiza varijance) između hotela s tri zvjezdice i hotela s četiri i pet zvjezdica

Table 5: The statistical significance of differences (analysis of variance) between four-star hotels and five-star hotels

			Stupnjevi slobode <i>Degrees of freedom</i>	Prosječno kvadrirano odstupanje <i>Average squared deviation</i>	F	p
Vjerovanja <i>Beliefs</i>	Između grupa <i>Between groups</i>	3.365	1	3.365	9.592	.002
	Unutar grupa <i>Within groups</i>	41.743	119	.351		
	Ukupno / Total	45.107	120			
Etika <i>Ethics</i>	Između grupa <i>Between groups</i>	89.183	1	89.183	144.988	.000
	Unutar grupa <i>Within groups</i>	73.197	119	.615		
	Ukupno / Total	162.380	120			
Duh firme <i>Company spirit</i>	Između grupa <i>Between groups</i>	.752	1	.752	1.704	.194
	Unutar grupa <i>Within groups</i>	52.537	119	.441		
	Ukupno / Total	53.289	120			
Način mišljenja <i>The way of thinking</i>	Između grupa <i>Between groups</i>	10.345	1	10.345	18.882	.000
	Unutar grupa <i>Within groups</i>	65.193	119	.548		
	Ukupno / Total	75.537	120			
Vizija <i>Vision</i>	Između grupa <i>Between groups</i>	82.247	1	82.247	196.525	.000
	Unutar grupa <i>Within groups</i>	49.802	119	.419		
	Ukupno / Total	132.050	120			
Ceremonije <i>Ceremonies</i>	Između grupa <i>Between groups</i>	8.659	1	8.659	10.511	.002
	Unutar grupa <i>Within groups</i>	97.208	118	.824		
	Ukupno / Total	105.867	119			
Priče i legende <i>Stories and legends</i>	Između grupa <i>Between groups</i>	.119	1	.119	.166	.685
	Unutar grupa <i>Within groups</i>	85.484	119	.718		
	Ukupno / Total	85.603	120			
Simboli <i>Symbols</i>	Između grupa <i>Between groups</i>	.066	1	.066	.083	.773
	Unutar grupa <i>Within groups</i>	93.934	119	.789		
	Ukupno / Total	94.000	120			
Navike <i>Habits</i>	Između grupa <i>Between groups</i>	3.520	1	3.520	6.551	.012
	Unutar grupa <i>Within groups</i>	63.951	119	.537		
	Ukupno / Total	67.471	120			
Tradicija <i>Tradition</i>	Između grupa <i>Between groups</i>	82.784	1	82.784	181.731	.000
	Unutar grupa <i>Within groups</i>	54.208	119	.456		
	Ukupno / Total	136.992	120			

3.3. Kognitivni i simbolički elementi organizacijske kulture brendiranih hotela

U nastavku se želi detaljnije istražiti kolike su razlike u kategorijama hotela i kako na njih utječu kognitivni elementi u obilježavanju organizacijske kulture hotela s naglaskom na hotele koji su brendirani (branded hotels). Posebna pozornost se pridaje usporedbi hotela koji pripadaju i koji ne pripadaju brendu prema prosječnim rezultatima na mjerama kognitivnih i simboličkih elemenata kulture.

Prema predviđanjima, analiza je pokazala da hoteli koji pripadaju nekom brendu statistički veću važnost pridaju etici (3,52), načinu mišljenja (3,98), duhu firme (3,91), viziji (3,97) i vjerovanjima (2,80) od hotela koji ne pripadaju brendu – etika (2,64), način mišljenja (3,45), duh firme (3,46), vizija (3,52) i vjerovanja (2,50). Vrijednosti ovih pet elemenata za hotele koji pripadaju brendu prikazane su u bold formatu. U ostalim elementima razlika je manja.

Procjene važnosti kognitivnih i simboličkih elemenata za formiranje organizacijske kulture razlikuju se u hotelima koji pripadaju nekom brandu od procjena u hotelima koji ne pripadaju brandu. Sve su razlike prikazane u Tablici 8.

3.3. The Cognitive and Symbolic Elements of the Organizational Culture of Branded Hotels

The following part of this paper is going to look more closely at differences between various categories of hotels and how the cognitive and symbolic elements of the organizational culture affect these differences. The focus is put on branded hotels. Special attention will be given to the comparison of branded and non-branded hotels according to the average results of measuring cognitive and symbolic elements of the culture.

According to predictions, the analysis showed that, statistically, branded hotels consider ethics (3.52), ways of thinking (3.98), company spirit (3.91), vision (3.97) and beliefs (2.80) to be more important than non branded hotels do – ethics (2.64), ways of thinking (3.45), company spirit (3.46), vision (3.52) and beliefs (2.50). The values given to these five elements for branded hotels are shown in bold. The difference is smaller for other elements.

The levels of importance given to cognitive and symbolic elements in the process of forming the organizational culture are different for branded hotels and non-branded ones. The differences are shown in Table 8.

Tablica 6.: Usporedba značaja kognitivnih i simboličkih elemenata u brendiranim i nebrendiranim hotelima

Table 6.: A comparison of the significance of cognitive and symbolic elements within branded and non-branded hotels

		N	Aritmetička sredina <i>Arithmetic mean</i>	Standardna devijacija <i>Standard deviation</i>
Vjerovanja <i>Beliefs</i>	Ne pripada brendu <i>Non-branded hotels</i>	56	2.50	.603
	Pripada brendu <i>Branded hotels</i>	65	2.80	.592
	Ukupno / Total	121	2.66	.613
Etika <i>Ethics</i>	Ne pripada brendu <i>Non-branded hotels</i>	56	2.64	1.017
	Pripada brendu <i>Branded hotels</i>	65	3.52	1.133
	Ukupno / Total	121	3.12	1.163
Duh firme <i>Company spirit</i>	Ne pripada brendu <i>Non-branded hotels</i>	56	3.46	.631
	Pripada brendu <i>Branded hotels</i>	65	3.91	.631
	Ukupno / Total	121	3.70	.666
Način mišljenja <i>The way of thinking</i>	Ne pripada brendu <i>Non-branded hotels</i>	56	3.45	.829
	Pripada brendu <i>Branded hotels</i>	65	3.98	.673
	Ukupno / Total	121	3.74	.793
Vizija <i>Vision</i>	Ne pripada brendu <i>Non-branded hotels</i>	56	3.52	1.044
	Pripada brendu <i>Branded hotels</i>	65	3.97	1.015
	Ukupno / Total	121	3.76	1.049
Ceremonije <i>Ceremonies</i>	Ne pripada brendu <i>Non-branded hotels</i>	56	3.05	1.017
	Pripada brendu <i>Branded hotels</i>	64	3.02	.882
	Ukupno / Total	120	3.03	.943
Priče i legende <i>Stories and legends</i>	Ne pripada brendu <i>Non-branded hotels</i>	56	3.07	.850
	Pripada brendu <i>Branded hotels</i>	65	3.14	.846
	Ukupno / Total	121	3.11	.845
Simboli <i>Symbols</i>	Ne pripada brendu <i>Non-branded hotels</i>	56	3.55	.913
	Pripada brendu <i>Branded hotels</i>	65	3.71	.861
	Ukupno / Total	121	3.64	.885
Navike <i>Habits</i>	Ne pripada brendu <i>Non-branded hotels</i>	56	3.96	.808
	Pripada brendu <i>Branded hotels</i>	65	4.15	.690
	Ukupno / Total	121	4.07	.750
Tradicija <i>Tradition</i>	Ne pripada brendu <i>Non-branded hotels</i>	56	3.95	1.052
	Pripada brendu <i>Branded hotels</i>	65	4.06	1.088
	Ukupno / Total	121	4.01	1.068

Tablica 7.: Statističke značajnosti razlika (analiza varijance) između hotela koji ne pripadaju brendu i hotela koji pripadaju brendu**Table 7: The statistical significance of the differences (analysis of variance) between branded and non-branded hotels**

		Suma kvadriranih odstupanja <i>Sum of squared deviation</i>	Stupnjevi slobode <i>Degrees of freedom</i>	Prosječno kvadrirano odstupanje <i>Average squared deviation</i>	F	p
Vjerovanja <i>Beliefs</i>	Između grupa <i>Between groups</i>	2.707	1	2.707	7.599	.007
	Unutar grupa <i>Within groups</i>	42.400	119	.356		
	Ukupno / Total	45.107	120			
Etika <i>Ethics</i>	Između grupa <i>Between groups</i>	23.308	1	23.308	19.944	.000
	Unutar grupa <i>Within groups</i>	139.073	119	1.169		
	Ukupno / Total	162.380	120			
Duh firme <i>Company spirit</i>	Između grupa <i>Between groups</i>	5.915	1	5.915	14.857	.000
	Unutar grupa <i>Within groups</i>	47.375	119	.398		
	Ukupno / Total	53.289	120			
Način mišljenja <i>The way of thinking</i>	Između grupa <i>Between groups</i>	8.713	1	8.713	15.517	.000
	Unutar grupa <i>Within groups</i>	66.824	119	.562		
	Ukupno / Total	75.537	120			
Vizija <i>Vision</i>	Između grupa <i>Between groups</i>	6.129	1	6.129	5.792	.018
	Unutar grupa <i>Within groups</i>	125.921	119	1.058		
	Ukupno / Total	132.050	120			
Ceremonije <i>Ceremonies</i>	Između grupa <i>Between groups</i>	.043	1	.043	.048	.827
	Unutar grupa <i>Within groups</i>	105.824	118	.897		
	Ukupno / Total	105.867	119			
Priče i legende <i>Stories and legends</i>	Između grupa <i>Between groups</i>	.135	1	.135	.188	.665
	Unutar grupa <i>Within groups</i>	85.468	119	.718		
	Ukupno / Total	85.603	120			
Simboli <i>Symbols</i>	Između grupa <i>Between groups</i>	.715	1	.715	.912	.342
	Unutar grupa <i>Within groups</i>	93.285	119	.784		
	Ukupno / Total	94.000	120			
Navike <i>Habits</i>	Između grupa <i>Between groups</i>	1.081	1	1.081	1.938	.167
	Unutar grupa <i>Within groups</i>	66.390	119	.558		
	Ukupno / Total	67.471	120			
Tradicija <i>Tradition</i>	Između grupa <i>Between groups</i>	.399	1	.399	.347	.557
	Unutar grupa <i>Within groups</i>	136.593	119	1.148		
	Ukupno / Total	136.992	120			

Tablica 8.: Procjene važnosti kognitivnih i simboličkih elemenata kulture prema kategoriji i pripadnosti brendu

Table 8: The estimates of the level of importance of the culture's cognitive and symbolic elements according to category and existence as brand or non-brand

Dvije kategorije hotela <i>Two hotel categories</i>		Pripada li hotel nekom brendu <i>Brand affiliation</i>	Aritmetička sredina <i>Arithmetic mean</i>	Standardna devijacija <i>Standard deviation</i>	N
Vjerovanja <i>Beliefs</i>	3*	Ne pripada brendu / <i>Non-branded hotels</i>	2.32	.716	22
		Pripada brendu / <i>branded hotels</i>	2.55	.596	22
	4* - 5*	Ne pripada brendu / <i>Non-branded hotels</i>	2.62	.493	34
		Pripada brendu / <i>branded hotels</i>	2.93	.558	42
Etika <i>Ethics</i>	3*	Ne pripada brendu / <i>Non-branded hotels</i>	1.68	.568	22
		Pripada brendu / <i>branded hotels</i>	2.27	.631	22
	4* - 5*	Ne pripada brendu / <i>Non-branded hotels</i>	3.26	.710	34
		Pripada brendu / <i>branded hotels</i>	4.19	.707	42
Duh firme <i>Company spirit</i>	3*	Ne pripada brendu / <i>Non-branded hotels</i>	3.27	.456	22
		Pripada brendu / <i>branded hotels</i>	3.91	.426	22
	4* - 5*	Ne pripada brendu / <i>Non-branded hotels</i>	3.59	.701	34
		Pripada brendu / <i>branded hotels</i>	3.90	.726	42
Način mišljenja <i>The way of thinking</i>	3*	Ne pripada brendu / <i>Non-branded hotels</i>	2.95	.722	22
		Pripada brendu / <i>branded hotels</i>	3.73	.456	22
	4* - 5*	Ne pripada brendu / <i>Non-branded hotels</i>	3.76	.741	34
		Pripada brendu / <i>branded hotels</i>	4.12	.739	42
Vizija <i>Vision</i>	3*	Ne pripada brendu / <i>Non-branded hotels</i>	2.55	.510	22
		Pripada brendu / <i>branded hotels</i>	2.82	.664	22
	4* - 5*	Ne pripada brendu / <i>Non-branded hotels</i>	4.15	.784	34
		Pripada brendu / <i>branded hotels</i>	4.60	.497	42
Ceremonije <i>Ceremonies</i>	3*	Ne pripada brendu / <i>Non-branded hotels</i>	3.55	.912	22
		Pripada brendu / <i>branded hotels</i>	3.23	.973	22
	4* - 5*	Ne pripada brendu / <i>Non-branded hotels</i>	2.74	.963	34
		Pripada brendu / <i>branded hotels</i>	2.90	.821	42
Priče i legende <i>Stories and legends</i>	3*	Ne pripada brendu / <i>Non-branded hotels</i>	3.23	.685	22
		Pripada brendu / <i>branded hotels</i>	2.95	.575	22
	4* - 5*	Ne pripada brendu / <i>Non-branded hotels</i>	2.97	.937	34
		Pripada brendu / <i>branded hotels</i>	3.26	.939	42
Simboli <i>Symbols</i>	3*	Ne pripada brendu / <i>Non-branded hotels</i>	3.59	.666	22
		Pripada brendu / <i>branded hotels</i>	3.73	.883	22
	4* - 5*	Ne pripada brendu / <i>Non-branded hotels</i>	3.53	1.051	34
		Pripada brendu / <i>branded hotels</i>	3.69	.869	42
Navike <i>Habits</i>	3*	Ne pripada brendu / <i>Non-branded hotels</i>	3.77	.685	22
		Pripada brendu / <i>branded hotels</i>	3.95	.653	22
	4* - 5*	Ne pripada brendu / <i>Non-branded hotels</i>	4.09	.866	34
		Pripada brendu / <i>branded hotels</i>	4.29	.673	42
Tradicija <i>Tradition</i>	3*	Ne pripada brendu / <i>Non-branded hotels</i>	2.95	.785	22
		Pripada brendu / <i>branded hotels</i>	2.95	.653	22
	4* - 5*	Ne pripada brendu / <i>Non-branded hotels</i>	4.59	.609	34
		Pripada brendu / <i>branded hotels</i>	4.69	.680	42

Analiza je pokazala da su kognitivni i simbolički elementi izraženiji u hotelima s četiri i pet zvjezdica, bez obzira pripadaju li brendu ili ne, od hotela s tri zvjezdice. Tako npr., hoteli s četiri i pet zvjezdica koji ne pripadaju brendu iskazuju aritmetičku sredinu od 4,59 za tradiciju, a oni koji pripadaju brendu 4,69, dok hoteli s tri zvjezdice iskazuju aritmetičku vrijednost od 2,95 bez obzira pripadaju li ili ne nekom hotelskom sustavu.

Pojedini su elementi izraženiji u hotelima u sustavu nego li u hotelima van sustava, kao npr. etika: hoteli s četiri i pet zvjezdica koji pripadaju brendu iskazuju aritmetičku sredinu od 4,19, dok hoteli iste kategorije van brenda svega 3,26. Razlika je uočljiva i kod hotela od tri zvjezdice: aritmetička sredina kod brendiranih hotela je 2,27, a kod hotela van sustava svega 1,68.

Etika je u velikim hotelskim kompanijama dio ustaljenog sustava kadroviranja koji uključuje treninge i obrasce ponašanja u koje je ugrađena etika. Etička pitanja često se spominju u misijama ili u uputama o kodeksu ponašanja za zaposlenike, dok većinom manji, nezavisni hoteli, osobito niže kategorije, niti nemaju pravila ponašanja za zaposlenike. Razvojem hotelijerstva za očekivati je da će se svi standardi povećati, uključujući i ova pitanja.

Na temelju svih relevantnih činjenica i stavova te iskazanih dokaza može se zaključiti da u hotelima postoji saznanje o važnosti pojedinih kognitivnih i simboličkih elemenata u stvaranju organizacijske kulture koja je važan čimbenik uspješnosti poslovanja hotela i hotelskih korporacija. Evidentno je da se shvaćanja važnosti organizacijske kulture i njenih kognitivnih i simboličkih elemenata razlikuju u hotelima više kategorije od hotela s tri zvjezdice, kao i da se razlikuju u hotelima koji pripadaju nekom brendu ili ne. Ta činjenica se objašnjava sustavom izobrazbe i razrađenom poslovnom filozofijom hotelskih korporacija koje njeguju vlastitu organizacijsku kulturu i na njoj

Analysis showed that cognitive and symbolic elements are present more in four and five-star hotels, regardless of whether they belong to a brand or not, than in three-star hotels. Four and five-star hotels that are not branded assign the arithmetic mean of 4.59 to tradition, whereas non branded ones assign it 4.69. Three-star hotels assign to tradition the arithmetic mean of 2.95, regardless of whether they belong to a hotel system or not.

Certain elements are more present in hotels which are branded than in those which are not. An example of this are ethics: branded four and five-star hotels assign it the arithmetic mean of 4.19, while non-branded hotels of the same category assign it merely 3.26. The difference can easily be seen when three-star hotels are compared: the arithmetic mean within branded hotels is 2.27 and it is merely 1.68 for non-branded ones.

In big hotel companies, ethics are part of a settled staffing system which involves training and behavior patterns in which ethics have been incorporated. Ethical issues are often mentioned in mission statements and personnel's code of conduct manuals, whereas mostly smaller, independent hotels, particularly those of lower category, do not even have defined rules of conduct for the personnel. It can be expected that further development of the hotel business will result in generally higher standards, including standards for the above issues.

On the basis of all relevant facts and attitudes shown in the tables, it can be concluded that hotels are aware of the importance of certain cognitive and symbolic elements in the process of creating organizational culture, which is an important factor in the performance of hotels and hotel corporations. It is clear that the level of importance given to organizational culture and its cognitive and symbolic elements is different for higher category hotels than for the lower category ones. These levels also depend on whether a hotel is branded or not. This can be explained by the training system and the developed business philosophy of hotel corporations,

temelje svoje prednosti. Vjerovanja, duh firme, priče i legende, simboli i ceremonije prepoznatljivi su elementi koji stvaraju jedinstvenost hotelskog brenda koji nije neophodno vezan uz koncept hotelske korporacije. Primjeri hotela koji su sami za sebe brendovi s izrazitim organizacijskim kulturama su hotel Ritz u Parizu, (osnovao ga je veliki hotelijer César Ritz¹⁷, Coco Chanel je živjela u hotelu), hotel Burj al Arab u Dubaju (duh prvog hotela u svijetu od sedam zvjezdica), hotel Savoy u Londonu (legenda o skulpturi od ebanovine mačak Casper koji je gost na svakoj večeri kada ima trinaest uzvanika kako bi se izbjegla zla sreća¹⁸) itd. Simbolički i kognitivni elementi su dio konkurentske prednosti. Prema rezultatima provedene ankete hoteli s tri zvjezdice i hoteli s četiri i pet zvjezdica razlikuju se u shvaćanju i pridavanju važnosti pojedinim kognitivnim i simboličkim elementima, što proizlazi iz različite kategorije, organizacije i povezanosti s međunarodnim sustavima brendiranja tj uvođenja međunarodnih standarda (hotelskih marki). Hoteli koji pripadaju brendu imaju detaljno razrađene i tržišno verificirane simboličke i kognitivne elemente. Svoju organizacijsku kulturu neke od velikih hotelskih korporacija učvršćuju i šire kroz vlastite sustave izobrazbe (akademije, fakultete, institute, edukativne centre) kako bi stvorili globalnu prepoznatljivost i postigli standarde kvalitete. Organizacijska kultura podložna je utjecaju nacionalne ili regionalne kulture¹⁹, ali kod jakih kultura taj je utjecaj pod kontrolom i rezultira integracijom različitih svjetova u razumljivu i prepoznatljivu globalnu viziju.²⁰ Očekivana je različitost u procjeni važnosti kognitivnih i simboličkih elemenata za formiranje organizacijske kulture u

which foster their own organizational culture and base their advantage on it. Beliefs, company spirit, stories and legends, symbols and ceremonies are recognizable elements which create the uniqueness of a hotel brand, not necessarily connected to the concept of hotel corporation. Examples of hotels which are brands in themselves are the Paris Ritz hotel, (founded by the great hotelier César Ritz¹⁷, Coco Chanel lived in the hotel), Burj al Arab hotel u Dubai (the spirit of the first seven-star hotel in the world), the London Savoy hotel (legend of the ebony sculpture – Casper the cat, who is the guest at every dinner attended by 13 people in order to avoid bad luck¹⁸) etc. Symbolic and cognitive elements are part of the competitive advantage. According to the findings of the opinion polls, there is a difference between three-star, four-star and five-star hotels in understanding and importance of certain cognitive and symbolic elements. This is the result of the different categories these hotels belong to, the organizational structure, and the relation to international branding systems, i.e. implementation of international standards (hotel brands). Branded hotels have well-defined symbolic and cognitive elements, which have been verified by the market. Big hotel corporations strengthen and expand their organizational culture through their own education systems (academies, colleges, institutes, education centers) in order to create global recognition and achieve standards of quality. Organizational culture can be influenced by national and regional culture¹⁹, but within strong cultures this kind of influence is under control and it leads to the integration of different worlds into an understandable and recognizable global vision.²⁰ The findings regarding the differences in the levels of importance of

¹⁷ Chastonay, A.: César Ritz, Life and Work, *César Ritz Foundation Niederward/Hotelconsult "César Ritz" Colleges*, Brig, 1997., str.9

¹⁸ Augustin, A. Williamson, A. Tenison, R.: The Savoy London, *The Most Famous Hotels in the World*, London, 2002, str.135.

¹⁹ Jafari, J.: *Encyclopedia of Tourism*, Routledge, London, str. 128.

²⁰ <http://globalization.about.com/library/weekly>, 2006.

hotelima koji pripadaju brendu i u hotelima koji ne pripadaju brendu.

4. ZAKLJUČAK

Kognitivni i simbolički elementi organizacijske kulture hotela važan su čimbenik tržišnog identiteta koji hoteli ostvaruju na turističkom tržištu. Važnost simbola s kojim hotel nastupa na tržištu važan je kao i doživljaj koji će gost hotela doživjeti u vrijeme boravka ili konzumiranja nekih od ponuđenih hotelskih usluga. Kognitivni i simbolički elementi osnovni su čimbenici organizacijske kulture. Organizacijska kultura može biti izvor konkurentске prednosti poduzeća, jer kreira njegov korporativni imidž, a predstavlja i temelj za izgradnju željenog imidža. U svom periodu poslovanja svako hotelsko poduzeće, ali i hotel, prolazi kroz određene promjene. Da bi promjene bile kvalitetno realizirane, nameće se kao potreba, na prvom mjestu, promjena korporativne kulture. Nameće se zaključak da ne postoji hotelsko poduzeće ili hotel koje ima monolitnu kulturu, nego postoji i niz subkultura koje se stvaraju na različitim principima. Organizacijska kultura može biti izvor konkurentске prednosti hotelskog poduzeća, jer kreira njegov korporativni imidž, a predstavlja i temelj za izgradnju željenog imidža koji je važan element uspješnog poslovanja svake hotelske korporacije.

Organizacijska kultura hotela ili hotelske korporacije se najsnažnije očituje kroz simboličke elemente koji su odraz kognitivnih elemenata jedne te iste kulture. Simbolički elementi su vrlo izraženi u hotelijerstvu gdje ulaze u kategoriju konkurentске prednosti, a osobito su prisutni u hotelima visoke kategorije. U hotelijerstvu se, prema rezultatima provedene ankete, razlikuju hoteli s tri zvjezdice i hoteli s četiri i pet zvjezdica u shvaćanju i pridavanju važnosti pojedinim kognitivnim i simboličkim elementima, što proizlazi iz različite kategorije, organizacije i povezanosti s međunarodnim sustavima

cognitive and symbolic elements in the process of creating the organizational culture within branded and non-branded hotels proved what was expected.

4. CONCLUSION

Cognitive and symbolic elements of a hotel's organizational culture are important factors of hotel identity on the tourism market. Symbols which a hotel presents itself with on the market are as important as the experience a guest of a hotel has during his or her stay at the hotel or while consuming services it offers. Cognitive and symbolic elements are the basic factors of the organizational culture. Organizational culture can be the source of a company's competitive advantage, since it creates its corporate image, and it is the basis for the creation of the desired image. Every hotel company and every single hotel goes through certain changes during their lifetime, and for the changes to be successfully implemented there is, above all, a need to change the corporate culture. A hotel company with a monolithic culture does not exist. What exists is a series of subcultures, and these are based on different principles. Organizational culture can be something that gives a certain hotel company its competitive advantage, since it creates its corporate image, and it is also the basis for the creation of a desired image, which is an important element in the performance of every hotel corporation.

Organizational culture of a hotel or hotel corporation is most evident in symbolic elements which are the reflection of cognitive elements of that culture. Symbolic elements are prevalent in the hotel industry, in which they are considered to be a competitive advantage, and they are particularly present among hotels of high category. According to the results of the opinion poll which had been carried out, there is a difference between three-star hotels and the four and five-ones regarding the understanding and level of im-

standarda tj. robnih hotelskih marki ili brenda koji određene elemente imaju detaljno razrađene. Gradski hoteli, koji ukoliko posluju s nekom međunarodno priznatom hotelskom markom, pružaju bolje kognitivne elemente i stvaraju pozitivniju tržišnu simboliku kojom povećavaju uspješnost poslovanja u odnosu na one hotele koji nemaju standarde tj. brendirane hotelske usluge. U relativno skućenim uvjetima istraživanja dokazana je očekivana različitost u procjeni važnosti kognitivnih i simboličkih elemenata za formiranje organizacijske kulture u hotelima koji pripadaju brendu kao i u hotelima koji ne pripadaju brendu, kod kojih se vidi i razlika u elementima organizacijske kulture. Hoteli koji nemaju standarde tj. međunarodno priznatu hotelsku marku, isto ovise o simboličkim i kognitivnim elementima koje stvaraju sami, ali ostvaruju slabije tržišne pozicije i najvjerojatnije slabije poslovne rezultate. Hoteli s markom imaju snažniju organizacijsku kulturu i time pojačavaju pozicije za snažnije formiranje pozitivnih stavova kod potencijalnih gostiju o odabiru hotela kao mjesta boravka tj. konzumiranja hotelske usluge. Tako kognitivni i simbolički elementi kulture u hotelskom poslovanju utječu na uspješnost menadžmenta koji djeluju u hotelima s poznatom markom. Preporuča se, za nastavak istraživanja u dokazivanju navedene teze, posebno nastaviti istraživati rezultate poslovanja hotela kod dobro definirane i standardizirane organizacijske kulture koju definiraju najvažniji elementi, a to su simbolički i kognitivni elementi organizacijske kulture.

Daljnja istraživanja bi mogla biti usmjerena prema hrvatskim hotelima, komparativnoj analizi percepcije o važnosti organizacijske kulture u hotelima koji pripadaju nekom međunarodnom hotelskom sustavu i u nezavisnim hotelima u Hrvatskoj. Predmet daljnjeg istraživanja mogla bi biti i usporedba postojanja osmišljene organizacijske kulture u malim obiteljskim hotelima i velikim hotelskim kompleksima. Rezultati

portance of certain cognitive and symbolic elements. These differences are the result of various hotel categories, their organizational structure, and the connection to the international system of standards, i.e. hotel brands, with certain elements well-defined. City hotels which operate under an internationally recognized hotel brand provide better cognitive elements and create a more positive market symbolic, which they use to achieve better performance in comparison to those hotels which do not have the same standards, i.e. branded hotel services. Relatively small-scale research managed to prove the expected difference in the level of importance given to cognitive and symbolic elements in the process of forming the organizational culture within branded hotels, as well as non-branded ones, which exhibit differences in elements of the organizational culture as well. Hotels which do not have standards, i.e. internationally recognized hotel brands, also depend on symbolic and cognitive elements, which they create on their own, but they have weaker market position and most probably, weaker performance. Branded hotels have a much stronger organizational culture, which is used to strengthen their position in order to establish positive attitudes among potential guests when they choose a hotel. In this way, cognitive and symbolic elements of a hotel's culture affect the performance of management in branded hotels. In order to prove the aforementioned thesis, further research is recommended into performance of hotels with well defined and standardized organizational culture, defined by the most important elements, i.e. symbolic and cognitive elements of the organizational culture.

Further research could deal with Croatian hotels, corporate analysis of the perceived importance given to organizational culture within hotels which belong to one of the international hotel systems, and within independent Croatian hotels. Further research could also deal with the comparison of the organizational culture within small family hotels and that of big hotel compounds. The

takve analize mogli bi odrediti pravce razvoja hrvatskog hotelijerstva i razinu tržišne prepoznatljivosti.

results of such analysis could define the direction in which the Croatian hotel industry should develop, as well as the level of its market recognition.

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