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UTJECAJ MOBILNOSTI RADNE SNAGE NA ODABRANE POKAZATELJE USPJEŠNOSTI POSLOVANJA PODUZEĆA U HOTELIJERSTVU U HRVATSKOJ

IMPACT OF LABOUR MOBILITY ON SELECTED BUSINESS PERFORMANCE INDICATORS IN HOSPITALITY INDUSTRY IN CROATIA

SAŽETAK: Općenito se smatra da je mobilnost radne snage u turizmu, a osobito u hotelijerstvu, vrlo učestala. Cilj rada je utvrditi kako i u kojoj mjeri mobilnost radne snage utječe na ključne pokazatelje uspješnosti poslovanja poduzeća u hotelijerstvu (produktivnost rada, profitabilnost poslovanja, ekonomičnost poslovanja) u Hrvatskoj. Prikupljanje podataka o mobilnosti obuhvaća kvantitativno izviđajno istraživanje na namjernom kvotnom uzorku. U radu su testirane dvije hipoteze s pripadajućim podhipotezama. Iako su pozitivni učinci mobilnosti radne snage na gospodarstvo neupitni, zbog specifičnosti rada u hotelijerstvu (izražena sezonalnost i velika mobilnost radne snage), veća mobilnost ipak rezultira lošijim poslovanjem. Sukladno očekivanjima, provedena korelacijska i regresijska analiza pokazala je da geografska mobilnost ne utječe na produktivnost rada. S druge strane, testiranjem je dokazano da profesionalna mobilnost utječe na oba analizirana pokazatelja produktivnosti rada.

KLJUČNE RIJEČI: mobilnost radne snage, hotelijerstvo, pokazatelji uspješnosti poslovanja, Hrvatska

ABSTRACT: Labour mobility in tourism, especially in hospitality industry, is generally considered to be quite frequent. The main objective of the paper is to determine how and to what extent labour mobility affects key performance indicators in Croatia's hotel industry (work productivity, profitability and business efficiency). The data on labour mobility was collected via quantitative survey on a deliberate quota sample. Two hypotheses and corresponding sub-hypotheses have been tested in the paper. Although positive effects of labour mobility on the economy are indisputable, due to the specificity of work in hospitality industry (expressed seasonality and high labour mobility), higher mobility results in rather low business performance. According to expectations, the correlation and regression analysis showed that geographical mobility does not affect labour productivity but that professional mobility impacts both analysed labour productivity indicators.

KEY WORDS: labour mobility, hospitality industry, business performance indicators, Croatia

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1. UVOD

Unatoč činjenici da je hotelijerstvo, kao i cjelokupni sustav turizma, radno intenzivna djelatnost te da iz godine u godinu generira sve veći broj radnih mjesta, istraživanja vezana uz problematiku radne snage u hotelijerstvu još uvijek su nedostatna. Najčešće istraživana područja unutar spomenute problematike su: upravljanje ljudskim resursima, obrazovanje ljudskih resursa, ekonomska vrijednost zapošljavanja, demografska struktura radne snage i mobilnost radne snage (vidjeti npr. Robinson, Ritchie, Kralj, Solnet, Baum i Ford, 2014; Baum, Kralj, Robinson, Solnet, 2016; Solnet, Baum, Robinson i Lockstone-Binney, 2016). Iako je interes znanstvenika za istraživanje mobilnosti radne snage u posljednje vrijeme u porastu, i dalje postoji prostor i potreba za njegovim daljnjim istraživanjem, posebno u području mjerenja utjecaja mobilnosti na uspješnost poslovanja poduzeća. Mobilnost radne snage podrazumijeva mogućnost zapošljavanja u nekom drugom mjestu ili drugom zanimanju, unutar istog poduzeća, djelatnosti ili grane, ali i unutar ukupnog gospodarstva. Iako je u literaturi moguće naići na različitu klasifikaciju mobilnosti radne snage, u suštini se pojavljuju dvije osnovne vrste: geografska i profesionalna. Općenito se smatra da je mobilnost radne snage u turizmu, a osobito u hotelijerstvu, vrlo učestala iz nekoliko razloga. Ubrzani rast i razvoj tehnologije koja u velikoj mjeri zamjenjuje ljudski rad dovodi do viška radne snage u primarnom i sekundarnom sektoru, a dio viška može se apsorbirati u uslužnom sektoru. Nadalje, konstantan porast broja dolazaka i noćenja turista dovodi do povećane potražnje za radnom snagom u hotelijerstvu, a time i do povećane mobilnosti. Dominacija zaposlenika s nižim stupnjem obrazovanja i kvalifikacija omogućava velikom broju ljudi zapošljavanje upravo u hotelijerstvu.

Mobilnost radne snage u hotelijerstvu ne utječe samo na pojedinca. Primjerice, mobilnost radne snage iz neke druge djelatnosti ili

1. INTRODUCTION

Despite the fact that hospitality industry, as well as the entire tourism system, is a labour intensive activity generating more and more jobs every year, research on labour force issues in this area is still inadequate. The most frequently explored topics within the area are: human resource management, human resource education and training, economic value of employment, demographic structure of labour force and labour mobility (eg. Robinson, Ritchie, Kralj, Solnet, Baum and Ford, 2014; Baum, Kralj, Robinson and Solnet, 2016; Solnet, Baum, Robinson and Lockstone-Binney, 2016). Although researchers' interest in labour mobility has risen lately, there is still room and need for further investigations especially in the area of measuring the impact of mobility on company performance. Labour mobility implies employment opportunities in an alternative location or occupation within the same enterprise, activity or branch as well as within the overall economy. Despite the fact that literature offers different classifications, essentially there are two basic types of labour mobility: geographical and professional. Labour mobility in tourism, and especially in hotel industry, is considered to be very frequent for several reasons. Accelerated growth and development of technology replace human work to a large extent creating labour surplus in primary and secondary sectors which can be partially absorbed by the service sector. Furthermore, the constant growth of tourist arrivals and overnight stays creates new demand for labour force in the hotel industry, and thus leads to increased mobility. The domination of lower levels of qualifications and skills enables facilitates a great number of jobs in the hotel industry.

Labour mobility in the hospitality industry does not affect only individuals. For example, labour mobility from some oth-

grane u hotelijerstvo često ne uključuje potreban proces prekvalifikacije, što u konačnici može negativno utjecati na poslovne rezultate poduzeća. Također, većina zaposlenika koja dolazi iz drugog mjesta ili s drugim zanimanjem najčešće u poduzeću radi samo za vrijeme sezone te se dodatno ne obrazuje niti prolazi potrebnu obuku za posao koji obavlja jer poslodavac procjenjuje da mu se ne isplati ulagati u zaposlenike koji neće ostati u poduzeću duže od jedne sezone, što može utjecati i na uspješnost poslovanja poduzeća. Cilj rada je utvrditi kako i u kojoj mjeri mobilnost radne snage utječe na ključne pokazatelje uspješnosti poslovanja poduzeća u hotelijerstvu (produktivnost rada, profitabilnost poslovanja, ekonomičnost poslovanja). U tu svrhu kreirane su i testirane dvije hipoteze s pripadajućim podhipotezama. Nedvojbeno je da mobilnost radne snage ima brojne pozitivne učinke na gospodarstvo. Međutim, s obzirom na specifičnosti rada u hotelijerstvu, izraženu sezonalnost i veliku mobilnost radne snage, neki autori smatraju da velika mobilnost radne snage u hotelijerstvu, a i u turizmu općenito, rezultira lošijim poslovanjem, odnosno da negativno utječe na pokazatelje uspješnosti poslovanja poduzeća, što je testirano u hipotezi H1. Drugom hipotezom ispitana je razlika utjecaja pojedine vrste mobilnosti radne snage u hotelijerstvu na produktivnost rada. Profesionalna mobilnost radne snage u turizmu većinom se odnosi na zaposlene s nižom ili srednjom stručnom spremom koji najčešće ne prolaze potrebnu obuku, što može negativno utjecati na poslovanje poduzeća, a osobito na produktivnost rada, dok kod geografske mobilnosti radne snage to ne mora nužno biti slučaj.

Podaci o pokazateljima uspješnosti poduzeća prikupljeni su iz sekundarnih izvora, dok prikupljanje podataka o mobilnosti obuhvaća kvantitativno izviđajno istraživanje u okviru kojeg su dobiveni podaci o mobilnosti radne snage na razini poduzeća, a provedeno je 2012. godine osobnim intervjuom s voditeljima odjela ljudskih resursa. U istraživanju su sudjelovala 23 poduzeća, među kojima

er business or branch into the hotel industry often omits the necessary retraining process, which can eventually result in the company's lower performance. Also, most employees coming from different locations or occupations are usually employed in the company only during the high season and lack the qualifications and training that are required for the services they provide. This is often due to the employers' aversion to invest in the seasonal workers staying with the company only one season, which again may affect the company's performance. The aim of the paper is to determine how and to what extent labour mobility affects the key business performance indicators of the hotel companies (labour productivity, profitability and business efficiency). For this purpose two main hypotheses and three sub-hypotheses were created and tested. Labour mobility has many positive effects on the economy. However, due to specificities of work in hospitality industry, expressed seasonality and high labour mobility, some authors believe that the large labour mobility in hospitality industry and tourism in general reflects negatively on business performance indicators of the company, which is tested in hypothesis H1. The second hypothesis seeks to examine the difference in the impact of a particular type of labour mobility in hospitality industry on labour productivity. Professional mobility of labour force in tourism mainly refers to employees with primary or secondary school education who often do not undergo the required training, which may adversely affect the company's business and especially labour productivity, while in the geographical mobility it does not necessarily have to be the case.

The data on business performance indicators has been collected from secondary sources, while the labour mobility data includes a quantitative primary research which was conducted in 2012 through personal interviews with HR managers. The research has included 23 hotel companies, dominated by the largest hotel companies in Croatia.

dominiraju najveće hotelske grupacije u Hr-
vatskoj. Udio postelja poduzeća iz uzorka u
ukupnom broju postelja u Hrvatskoj iznosi
13,8%. U istraživanju je korišten namjerni
kvotni uzorak sastavljen na temelju analize
obilježja osnovnog skupa. Dobiveni rezultati
obrađeni su uz pomoć statističkog programa
SPSS, a korišteni statistički postupci uključu-
ju: korelacijsku analizu, regresijsku analizu te
odabrane statističke testove.

2. MOBILNOST RADNE SNAGE U HOTELIJERSTVU

Mobilnost radne snage i kapitala sve je
više prisutna u gotovo svim dijelovima svije-
ta. Razlog tome leži u činjenici da je sudje-
lovanje u bilo kojem obliku mobilnosti da-
nas jednostavnije nego ikad prije, čime mo-
bilnost postaje predmetom sve većeg broja
istraživanja ne samo u području ekonomije,
već i u području sociologije, geografije, po-
litologije, antropologije, itd. Složenost pojma
mobilnosti radne snage, čimbenika koji do
nje dovode, a u konačnici i njezinih učina-
ka, otvara velik prostor za istraživanja ovog
fenomena u području ekonomije, a osobito u
hotelijerstvu gdje je prisutna u velikoj mjeri.

Pojmovno određenje mobilnosti radne snage

Pojam mobilnosti u teoriji i praksi usko
se veže uz pojmove migracija i fluktuacija.
Iako spomenuti pojmovi nisu sinonimi, među
njima postoje određena preklapanja. Kako
bi se objasnila veza među njima, potrebno
ih je prvo jasno definirati. Pojam migracija
označava selidbu s jednog područja na dru-
go. Pojam fluktuacija dolazi od latinske riječi
fluctuare, što označava izmjenične varijacije,
nestalnost, kolebanje, porast i opadanje, pro-
mjenjivost (broja članova neke organizacije,
novca, radne snage, itd.) (Klaić, 1980:439).
Ekonomskim rječnikom, fluktuacija pred-
stavlja kolebanje određene pojave oko njene
osnovne tendencije u kretanju (dostupno na:

Companies from the reached sample account
for 13.8% of beds in Croatia. A deliberate
quota sample used in the research is based on
the analysis of the sampling frame character-
istics. The obtained results were processed in
SPSS by using the following statistical meth-
ods: correlation analysis, regression analysis
and selected statistical tests.

2. LABOUR MOBILITY IN HOSPITALITY INDUSTRY

The mobility of labour and capital has
been increasingly present in almost every
part of the world due to the fact that par-
ticipation in any form of mobility is easier
than ever before. Labour mobility is in the
research focus not only in the field of eco-
nomics but also in sociology, geography,
political sciences, anthropology, etc. The
complexity of the labour mobility concept,
labour mobility determinants and effects call
for researching this phenomenon within the
field of economics, especially in the hospi-
tality industry as it has been present there to
a large extent.

Conceptual determination of labour mobility

The concept of mobility in theory and
practice links closely the concepts of migra-
tion and fluctuation. Although these terms
are not synonyms, they overlap in some as-
pects. In order to explain the link between
them, it is necessary to define them. Mi-
gration (lat.) means the relocation from one
area to another. The term fluctuation comes
from the Latin word *fluctuare*, which refers
to alternating variations, inconsistency, vac-
illation, growth and decline, and variabili-
ty (number of members of an organization,
money, labour force, etc.) (Klaić, 1980:439).
In economics terms, fluctuation represents
the variations of a phenomenon around its
basic motion tendency (available at: http://

http://www.poslovni.hr/leksikon/fluktuacija-306). Mobilnost se definira kao „pokretnost, pokretljivost, nestalnost, promjenljivost" (Klaić, 1980:895), što u slučaju radne snage podrazumijeva mogućnost zapošljavanja u nekom drugom mjestu ili drugom zanimanju, unutar istog poduzeća, djelatnosti ili grane, ali i unutar ukupnog gospodarstva.

Razvidno je da među navedenim pojmovima postoje određene razlike te da oni kao takvi ipak nisu sinonimi. Komparacijom pojmova mobilnost i migracija (u slučaju radne snage) zaključuje se da migracije predstavljaju onaj dio mobilnosti radne snage koji uključuje geografsko premještanje radne snage, a isključuju premještanje radne snage u drugi sektor, granu ili djelatnost u okviru istog geografskog prostora, odnosno da je pojam migracija uži od pojma mobilnosti. Pojmovi mobilnost i fluktuacija velikim se dijelom preklapaju, s obzirom da oba uključuju nestalnost i promjenjivost. Međutim, s obzirom da fluktuacija predstavlja kolebanje određene pojave oko njene osnovne tendencije u kretanju, što kod mobilnosti nije nužno, i teorija i praksa, kada je riječ o promjenjivosti radne snage, preferira pojam mobilnost. Navedena objašnjenja razlog su odabira korištenja pojma mobilnosti, s obzirom da upravo taj pojam u potpunosti obuhvaća promjenjivost radne snage koja je predmetom istraživanja. Pojam fluktuacija nije korišten u radu dok je pojam migracija korišten u onom dijelu koji podrazumijeva promjenu geografskog područja radne snage, bilo da se radi o promjeni grada, regije, zemlje ili kontinenta.

Na mobilnost radne snage utječu brojni čimbenici, a oni se najčešće promatraju kao: makroekonomski i mikroekonomski čimbenici, *push* i *pull* čimbenici, ekonomski i neekonomski čimbenici te čimbenici tržišta i osobni čimbenici. Kao najvažniji čimbenici u literaturi se navode: ponuda i potražnja za radnom snagom, visina nadnice, stupanj urbanizacije, broj osoba koje su prethodno migrirale, stopa rasta zaposlenosti te razina obrazovanja. Uz navedene čimbenike, u ob-

www.poslovni.hr/leksikon/fluktuacija-306). Mobility is defined as "movability, locomotion, variability" (Klaić, 1980: 895), which in the case of labour force implies the employment opportunity in a different place or an alternated occupation within the same enterprise, activity or branch, as well as in an economy.

A comparison of the concepts of mobility and migration (in the case of the labour force) clearly shows that these two terms differ to a certain extent and cannot be perceived as synonymous. It also proves that migrations represent the part of labour mobility which involves the geographical shift of labour, excluding the transfer of labour to another sector, branch or activity within the same geographic area, i.e. that migration comes from the notion of mobility. The terms mobility and fluctuation overlap overwhelmingly, since they both include volatility and variability. However, since the fluctuation represents vacillation of a phenomenon around its basic motion tendency in movement, which is not necessarily so with the term mobility, the theory and practice of labour force variability prefer referring to the notion of mobility. The above explanation is the reason for choosing the concept of mobility as it fully covers the variability of the labour force that is the subject of this research. The term fluctuation is not used in the paper, while the notion of migration is used in the part that implies changing the geographical area of labour, regardless of whether it means changing cities, regions, countries or continents.

Labour mobility is influenced by a number of factors which can be classified as: macroeconomic and microeconomic factors, push and pull factors, economic and non-economic factors, as well as market and personal factors. The most emphasized factors in the literature are: labour force supply and demand, wage levels, degree of urbanization, the number of persons who had migrated previously, the rate of employment growth,

zir treba uzeti i osobne čimbenike. Navratil i Doyle (1977:1548) kao najvažnije osobne čimbenike mobilnosti radne snage navode: dob, spol, stupanj obrazovanja, trenutni radni status, bračni status, životni stil i prethodnu mobilnost. Iako se navedene čimbenike mobilnosti radne snage može smatrati ključnima, njihov se popis, sukladno brojnim ekonomskim, političkim, geografskim, demografskim i drugim promjenama, konstantno nadopunjava novim čimbenicima koji proizlaze iz istraživanja (vidjeti npr. Nica, 2015; Nobnorb i Fongsuwan, 2015; Simoneu, Svento i McCann, 2016).

Pri analizi mobilnosti mora se uzeti u obzir činjenica da postoje i negativni čimbenici mobilnosti, odnosno prepreke koje smanjuju mobilnost. Prepreke mogu biti na razini pojedine zemlje ili regije te na osobnoj razini, kao što su primjerice: zakonska ograničenja mobilnosti (razina pojedine zemlje ili regije), politički nemiri (razina pojedine zemlje ili regije), nepovoljni klimatski uvjeti (razina pojedine zemlje ili regije), nepovoljni uvjeti zdravstvenog osiguranja (razina pojedine zemlje ili regije), jezične barijere (osobna razina), velike razlike u običajima i načinu života (osobna razina), bolest nekog od članova obitelji (osobna razina), itd. (dostupno na: http://www.economicsconcepts.com/mobility_of_labor.htm).

Proučavanjem literature iz područja mobilnosti radne snage (Szivas i Riley, 1999; Choi, Woods i Murrmann, 2000; Szivas, Riley i Airey, 2003; Baum, 2007; Vaugeois i Rollins, 2007; Janta, Brown, Lugosi i Ladkin, 2011; Duncan, Scott i Baum, 2013; Campos-Soria, Garcia-Pozo i Sanchez-Ollero, 2015; Lugosi, Janta i Wilczek, 2016), nailazi se na različite sistematizacije, ali u suštini se pojavljuju dvije osnovne vrste mobilnosti: geografska i profesionalna. Geografska mobilnost može se definirati kao premještanje jednog ili više faktora proizvodnje s jedne na drugu lokaciju (dostupno na: http://glossary.econguru.com/economic-term/geoFigureic+mobility). U skladu s navedenim, geograf-

and the level of education. Along with the above mentioned factors, personal factors should also be considered. The most important personal factors of labour mobility, according to Navratil and Doyle (1977:1548) are: age, gender, degree of education, current working status, marital status, lifestyle and previous mobility. Although the mentioned factors of labour mobility can be considered as key factors, their list can be constantly complemented by new theories and practices that might have been less known previously in accordance with numerous economic, political, geographical, demographic and other changes (see e.g. Nica, 2015; Nobnorb and Fongsuwan, 2015; Simoneu, Svento and McCann, 2016).

An analysis of mobility should take into consideration the negative factors of mobility or obstacles that reduce mobility. These obstacles can be identified at the country, regional, or personal levels like: legal limitations (country or regional level), political conflicts (country or regional level), adverse climate conditions (country or regional level), unfavourable health insurance conditions (country or regional level), language barriers (personal level), large differences in customs and lifestyle (personal level), ailment of one of family members (personal level), etc. (http://www.economicsconcepts.com/mobility_of_labor.htm).

Although literature provides different classifications of labour mobility (Szivas and Riley, 1999; Choi, Woods and Murrmann, 2000; Szivas, Riley and Airey, 2003; Baum, 2007; Vaugeois and Rollins, 2007; Janta, Brown, Lugosi and Ladkin, 2011; Duncan, Scott and Baum, 2013; Campos-Soria, Garcia-Pozo and Sanchez-Ollero, 2015; Lugosi, Janta and Wilczek, 2016), there are two basic types of mobility: geographic and professional. Geographic mobility can be defined as transferring one or more production factors from one location to another (available at: http://glossary.econguru.com/economic-term/geographic+mobility). In accordance

ska mobilnost radne snage (migracija radne snage) može se definirati kao odlazak radne snage iz jednog mjesta u drugo, pri čemu je glavni motiv posao. Geografsku mobilnost radne snage moguće je raščlaniti na dvije glavne podvrste: mobilnost unutar vlastite zemlje i međunarodnu mobilnost te na više različitih podvrsta. Profesionalna mobilnost može se definirati kao „premještanje faktora proizvodnje iz jednog oblika proizvodne aktivnosti u drugi" (http://glossary.econguru.com/economic-term/occupational+mobility), što u slučaju radne snage podrazumijeva prelazak pojedinaca u drugi sektor, granu, djelatnost ili poduzeće. U skladu s navedenim, u praksi se pojavljuje više vrsta profesionalne mobilnosti, a osnovne vrste su: mobilnost radne snage unutar poduzeća, unutar djelatnosti, unutar grane, unutar sektora i unutar gospodarstva. Ako pojedinac istovremeno sudjeluje u geografskoj i profesionalnoj mobilnosti, odnosno odlazi raditi u drugu državu ili grad, uz istovremenu promjenu zanimanja, tada se radi o mješovitoj mobilnosti. Uz dvije glavne vrste, u teoriji i praksi moguće je prepoznati i druge vrste mobilnosti kao što su, primjerice, horizontalna i vertikala te socijalna mobilnost.

Praktične teškoće u praćenju mobilnosti radne snage, a koje proizlaze iz slobodnog kretanja ljudi, kapitala i informacija, onemogućuju preciznije godišnje kvantificiranje mobilnosti radne snage (Družić i Sirotković, 2002:30). Sustavno praćenje mobilnosti radne snage otežano je zbog složenosti fenomena mobilnosti radne snage i njegovih brojnih vrsta koje se u praksi pojavljuju. Za sada ne postoji pouzdana statistika koja u cijelosti prati mobilnost radne snage na svjetskoj razini jer još uvijek ne postoji metodologija koja bi to omogućila. Ipak, pogrešno bi bilo zaključiti da se mobilnost radne snage uopće ne prati i da njezini pokazatelji ne postoje. Praćenje mobilnosti odvija se uglavnom na razini pojedine zemlje, ali ne za mobilnost u cijelosti, već za pojedine njene vrste. Glavno ograničenje ovakve vrste statističkog praće-

with the above mentioned, the geographic labour mobility (labour migration) can be defined as transferring from one location to another due to work. Geographic mobility can be divided into two main sub-categories: mobility within the country and international mobility, and into a variety of different sub-categories. Professional mobility can be defined as "shifting production factors from one form of production activity to another" (http://glossary.econguru.com/economic-term/occupational+mobility), which in the case of the labour force implies transferring individuals to another sector, branch, activity or enterprise. In accordance with the aforementioned, in practice there are several types of professional mobility and the basic types are: labour mobility within the enterprise, within the business, within the branch, within the sector and within the economy. If an individual participates simultaneously in geographic and professional motilities, or goes to work in a different country or city while simultaneously changing his/her occupation, then this is a case of mixed mobility. Besides these main two types, other types of mobility such as horizontal and vertical, or social mobility can be identified in theory and practice.

Practical obstacles in the monitoring of labour mobility resulting from the free movement of people, capital and information, preclude more precisely the annual quantification of labour mobility (Družić and Sirotković, 2002: 30). Systematic monitoring of the labour mobility is hampered by the complexity of the labour mobility phenomenon and its different types that occur in practice. There is currently no reliable statistics that fully covers labour mobility at the global level due to lacking methodology that would enable it. Still it would be wrong to claim that labour mobility is not monitored and that its indicators are non-existent. On the contrary mobility monitoring takes place mostly at the country level, but not in terms of total values and rather includes some of its types.

nja je međusobna neusporedivost podataka jer se oni prikupljaju po različitoj metodologiji. Najčešće korišćen pokazatelj geografske mobilnosti međunarodnog karaktera je migracijski saldo koji predstavlja odnos broja emigranata i imigranata u promatranoj zemlji na godišnjoj razini. Međutim, treba imati u vidu da nisu sve migracije uključene u statistiku isključivo migracije radne snage, iako najveći dio jest. Interes znanstvenika za istraživanjem i mjerenjem profesionalne mobilnosti rezultirao je pokušajima razvijanja metodologije za mjerenje ove vrste mobilnosti radne snage. Jedan od primjera je metodologija koju su razvili Moscarini i Thomsson (2007), a kojom se predlaže praćenje mobilnosti na temelju podatka dobivenih Anketom aktualnog stanovništva (CPS) koju provodi Statistički ured za radnu snagu na mjesečnoj bazi, a uključuje oko 50.000 kućanstava u SAD-u.

Specifičnosti vezane uz mobilnost radne snage u hotelijerstvu

Brojni autori (Szivas i Riley, 1999; Szivas, Riley i Airey, 2003; Vaugeois i Rollins, 2007) smatraju da turizam, a osobito hotelijerstvo, ima ulogu „sigurne luke". Nekoliko je činjenica koje idu u prilog ovoj tvrdnji. „Ubrzani gospodarski rast oslobađa u primarnom i sekundarnom sektoru višak živoga rada koji može biti apsorbiran zapošljavanjem u uslužnom sektoru" (Bartoluci, Čavlek i sur., 2007:31). Višak radne snage u primarnom i sekundarnom sektoru pojavljuje se i zbog brzog razvoja tehnologije koja u velikoj mjeri zamjenjuje ljudski rad. Moguće je pretpostaviti da porast broja dolazaka i noćenja turista dovodi do povećane potražnje za radnom snagom u turizmu, a time i do povećane mobilnosti. Naime, u turizmu dominiraju zaposleni s nižim stupnjem obrazovanja i kvalifikacija te prosječno stariji zaposlenici (Pirjevec i Kesar, 2002:139), što omogućava velikom broju ljudi da se zaposli upravo u turizmu.

The main constraint of statistical monitoring is the mutual incomparability of data because they are collected by different methodologies. The most commonly used geographic mobility indicator of international character is the migration balance that represents the relationship between the number of emigrants and immigrants into the observed country on an annual basis. However, not all migrations are included in the statistics of labour migration, although the majority are. The interest of scientists in researching and measuring professional mobility has resulted in the attempts to develop a methodology for measuring this type of labour mobility. One example is the methodology developed by Moscarini and Thomsson (2007), which suggests mobility monitoring based on the data obtained from the Current Population Survey (CPS) conducted by the United States Census Bureau for the Bureau of Labor Statistics (BLS) on a monthly basis that includes about 50,000 households in the USA.

Special characteristics of labour mobility in hospitality industry

Numerous authors (Szivas and Riley, 1999; Szivas, Riley and Airey, 2003; Vaugeois and Rollins, 2007) consider tourism and hospitality industry in particular a "port in a storm". There are several facts that support this theory. "An accelerated economic growth releases the surplus of labour in the primary and secondary sectors which can be absorbed by employment in the service sector" (Bartoluci, Čavlek et al., 2007:31). The excess of labour in primary and secondary sectors also occurs due to the rapid development of technology that largely replaces human work. It is possible to assume that an increase in the number of tourist arrivals and overnight stays leads to an increase in the demand for labour force in tourism and thus to increased labour mobility. Namely, tourism is dominated by lower qualified, less skilled and elderly employees (Pirjevec and Kesar,

Sezonalnost je jedna od glavnih karakteristika turističke potražnje (Čavlek et al., 2011:59,65), a može se definirati kao privremena neravnoteža odnosa na turističkom tržištu koji se mogu izraziti pokazateljima poput broja posjetitelja, ostvarene potrošnje, veličine prometa na autocestama i broja zaposlenih (Baum i Lundtrop, 2001:5). Ograničeno vrijeme koje turistima stoji na raspolaganju za turistička putovanja i boravke uglavnom se svodi na vrijeme godišnjeg odmora, dane vikenda i blagdana (Vukonić i Čavlek, 2001:445). Sezonski karakter turizma nedvojbeno utječe na sve aspekte turističke ponude, kao i na tržište rada, na kojem se u ljetnim mjesecima povećava potražnja za radnom snagom. Sezonsko zapošljavanje dovodi do veće mobilnosti radne snage upravo u ljetnim mjesecima. Nagli porast potražnje za radnom snagom često dovodi do profesionalne mobilnosti, zbog čega se u hotelijerstvu u tom relativno kratkom razdoblju zapošljavaju radnici koji nisu nužno kvalificirani za posao koji obavljaju, što se može negativno odraziti na kvalitetu i uspješnost poslovanja. Također, lokalno stanovništvo najčešće nije u mogućnosti pokriti toliki višak potražnje za radnom snagom, što dovodi do geografske mobilnosti. Uz prethodno opisane čimbenike koji hotelijerstvo čine svojevrsnom „sigurnom lukom“ i rezultiraju velikom mobilnošću radne snage, Baum (1993:48) navodi još nekoliko specifičnosti koje idu u prilog mobilnosti: velik broj poslovnih jedinica u sustavu turizma; mogućnost prenošenja vještina iz jedne organizacije u drugu; rigidnost radnih mjesta unutar organizacije; poslovi na višim pozicijama zahtijevaju širinu znanja (ne dubinu); radno vrijeme.

U hotelijerstvu posluje velik broj malih i srednjih poslovnih subjekata, što omogućava radnoj snazi da, ako to želi, promijeni poslodavca, čemu u prilog ide i činjenica da postoji mogućnost prenošenja vještina iz jedne organizacije u drugu. Primjerice, ukoliko je osoba radila na recepciji jednog hotela neće joj trebati dugo da, uz postojeće znanje, usvoji eventualne manje razlike u

2002:139), which enables a large number of people to find employment in tourism.

Seasonality is one of the main characteristics of tourism demand (Čavlek et al., 2011: 59,65) and can be defined as a temporary imbalance in the tourism market that can be expressed by different indicators like the number of visitors, tourist consumption, traffic on motorways and the number of employees (Baum and Lundtrop, 2001:5). The limited time tourists have at disposal for traveling is mostly reduced to vacations, weekends and holidays (Vukonić and Čavlek, 2001:445). The seasonal character of tourism undoubtedly affects all aspects of the tourism supply as well as the labour market, thus increasing the demand for labour in the summer period. High seasonal employment leads to greater labour mobility in the summer, which often boosts professional mobility and hiring workers who were not necessarily trained for performing jobs in tourism. All this can affect adversely the quality and business performance. Furthermore, as the local population is often unable to cover excess in the labour demand this leads to geographical mobility. In addition to the described factors that make hospitality industry a "port in a storm", Baum (1993:48) cites several more features that contribute to mobility: a large number of business units in the tourism system; the ability to transfer skills from one organization to another; rigidity of jobs within the organization; jobs at higher positions require the breadth of knowledge (not depth); working hours.

In the hospitality industry, there is a large number of small and medium-sized companies which enable people to change their employers. The fact that there are opportunities for transferring skills from one organization to another makes professional mobility easier. For example, if a person worked at the reception of one hotel s/he would not take long to adapt to any minor differences in business operations of another hotel, which is not the case in all activities. Along with the

poslovanju, što nije slučaj u svim djelatnostima. Uz opisanu fleksibilnost pri prelasku u drugu organizaciju, odnosno horizontalnu mobilnost, vertikalna mobilnost radne snage unutar poduzeća u turizmu nije učestala. Primjerice, rijetko se događa da će osoba koja radi na poslovima koji ne zahtijevaju posebne kvalifikacije, bez obzira koliko ih dobro obavlja, uspjeti napredovati na višu poziciju. U suprotnom, kad bi zaposlenici imali mogućnost napredovanja na višu poziciju unutar istog poduzeća, bili bi skloniji ostanku. Na rukovodećim pozicijama potrebno je imati široka znanja, a sve naučeno primjenjivo je i na druga poduzeća koja se bave istom djelatnošću unutar sustava turizma, zbog čega su menadžeri, ako im se ponude bolji uvjeti od onih koje trenutno imaju, skloni mijenjati poslodavce. Radno vrijeme u hotelijerstvu utječe na mobilnost radne snage, ali u suprotnom smjeru. Ono utječe na odlazak zaposlenika iz sustava, do čega dolazi nakon što pojedinac više nije u mogućnosti odrađivati smjene koje vrlo često traju i do 12 sati i uključuje vikende i ljetne mjesece.

Opisane specifičnosti zapravo su čimbenici koji rezultiraju velikom profesionalnom i geografskom mobilnošću radne snage u hotelijerstvu.

Analiza uzroka mobilnosti radne snage u hotelijerstvu u Hrvatskoj

Nedvojbeno je da je glavni uzrok mobilnosti radne snage u hotelijerstvu u Hrvatskoj, uz ostale prethodno analizirane uzroke, sezonski karakter turizma. Polazišnu točku u analizi uzroka mobilnosti radne snage u hotelijerstvu u Hrvatskoj predstavlja stalan porast broja noćenja turista koji je prikazan na Grafikonu 1.

described flexibility in switching to another organization (horizontal mobility), vertical labour mobility within the company is not so frequent in tourism. For example, rarely will an employee performing jobs that require no special qualifications be promoted to a higher position in spite of the high quality of their performance. Otherwise, if employees had the opportunity to be promoted within the same company they would be more inclined to stay. Managerial positions require broad knowledge and all the acquired competencies are applicable to other companies operating within the tourism system, which is why managers are more willing to change employers if presented better offers. The working hours in hospitality industry affect labour mobility, but in the opposite direction: the employees' departure from the system when they are no longer able to work up to 12 hours a day including weekends and summer months.

The described characteristics are actually the factors that result in the great professional and geographic labour mobility in hospitality industry.

The analysis of the reasons for labour mobility in hospitality industry in Croatia

The main reason for labour mobility in hospitality industry in Croatia, in addition to the previously described ones, is the seasonal character of tourism. The starting point in the analysis of the reasons for labour mobility in Croatia's hospitality industry is the continuous growth in the number of overnight stays shown in Figure 1.

Grafikon 1. Noćenja turista u Hrvatskoj u razdoblju 2006.-2015. godine (u 000) /
**Figure 1. Overnight stays in Croatia in the period 2006-2015 (in 000)**
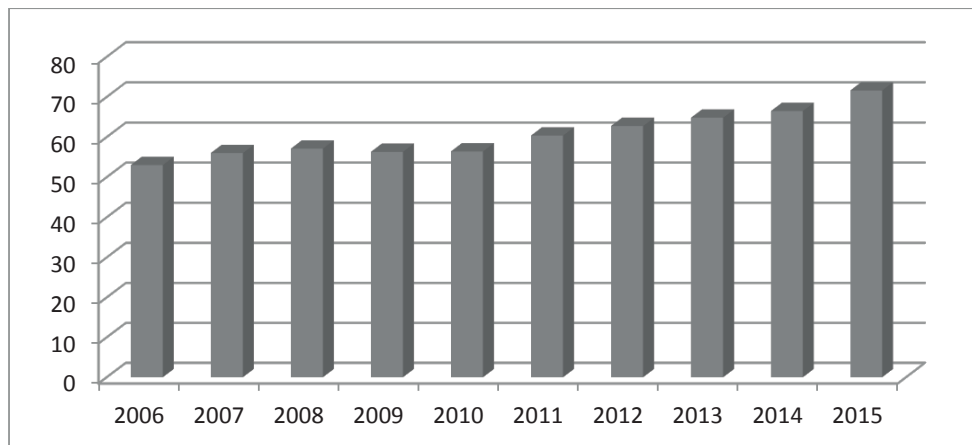
Izvor / Source: DZS (2016). Priopćenje: Turizam u 2015., Zagreb.

Broj noćenja turista u Hrvatskoj u promatranom razdoblju povećao se za 18.598.000, što predstavlja porast od 35%. Konstantan trend rasta turističkog prometa dovodi do porasta potražnje za radnom snagom u turizmu, što otvara prostor za obje vrste mobilnosti radne snage. Ključan čimbenik mobilnosti predstavlja distribucija broja noćenja po mjesecima koja je prikazana na Grafikonu 2.

The overnight stays in Croatia in the observed period increased by 18,598,000, which is an increase of 35%. This trend leads to an increased demand for labour force in tourism, which creates a base for both types of labour mobility. The next factor that requires analysis is the monthly distribution of overnight stays shown in Figure 2.

Grafikon 2. Noćenja turista u Hrvatskoj po mjesecima u 2015. godini /
Figure 2. Overnight stays on monthly basis in Croatia in 2015
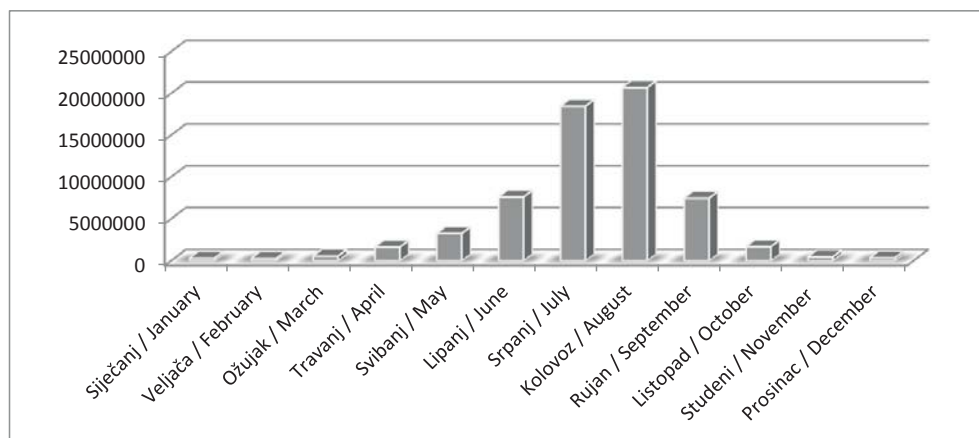
Izvor / Source: DZS (2016). Priopćenje: Turizam u 2015., Zagreb.

Na grafikonu je jasno vidljiva izuzetno izražena sezonalnost u ostvarenim noćenjima. Gotovo 90% noćenja u 2015. godini ostvareno je u razdoblju od lipnja do rujna, dok je samo u srpnju i kolovozu ostvareno 65%. Veliko povećanje potražnje često nije moguće pokriti radnom snagom koja je školovana u području hotelijerstva, zbog čega dolazi do profesionalne mobilnosti. Nadalje, uzrok geografske mobilnosti je geografska distribucija noćenja koja je prikazana u Tablici 1.

The chart shows the exceptionally expressed seasonality of overnights stays. Almost 90% of overnight stays in 2015 are realized in the period from June to September, with July and August alone achieving 65%. The large increase in the demand cannot be met only by the labour force trained for hospitality industry and therefore professional mobility is inevitable. Furthermore, the cause of geographic mobility lies in the geographic distribution of overnight stays shown in Table 1.

Tablica 1. Geografska distribucija noćenja u 2015. godini u Hrvatskoj /
Table 1. Geographic distribution of overnight stays in 2015 in Croatia

Županija / County	Noćenja (000) / Overnight stays (000)	Udio (%) / Share (%)
Istarska / Istria	20.966,6 / 20,966.6	29,28 / 29.28
Primorsko-goranska / Primorje-Gorski Kotar	13.070,2 / 13,070.2	18,25 / 18.25
Splitsko-dalmatinska / Split-Dalmatia	13.288,8 / 13,288.8	18,59 / 18.59
Zadarska / Zadar	7.816,6 / 7,816.6	10,92 / 10.92
Dubrovačko-neretvanska / Dubrovnik-Neretva	6.135,9 / 6,135.9	8,57 / 8.57
Šibensko-kninska / Šibenik-Knin	4.822,5 / 4,822.5	6,73 / 6.73
Ličko-senjska / Lika-Senj	2.198,3 / 2,198.3	3,07 / 3.07
Grad Zagreb / The City of Zagreb	1.804,3 / 1,804.3	2,52 / 2.52
Karlovačka / Karlovac	395,3 / 395.3	0,55 / 0.55
Osječko-baranjska / Osijek-Baranja	158,2 / 158.2	0,22 / 0.22
Krapinsko-zagorska / Krapina-Zagorje	215,8 / 215.8	0,30 / 0.30
Varaždinska / Varaždin	129,9 / 129.9	0,18 / 0.18
Međimurska / Međimurje	127,2 / 127.2	0,17 / 0.17
Sisačko-moslavačka / Sisak-Moslavina	82,2 / 82.2	0,11 / 0.11
Zagrebačka / Zagreb	111,6 / 111.6	0,16 / 0.16
Vukovarsko-srijemska / Vukovar-Srijem	94,5 / 94.5	0,12 / 0.12
Brodsko-posavska / Brod-Posavina	42,9 / 42.9	0,06 / 0.06
Bjelovarsko-bilogorska / Bjelovar-Bilogora	62,9 / 62.9	0,09 / 0.09
Koprivničko-križevačka / Koprivnica-Križevci	28 / 28	0,04 / 0.04
Virovitičko-podravska / Virovitica-Podravina	28,9 / 28.9	0,04 / 0.04
Požeško-slavonska / Požega-Slavonija	24,4 / 24.4	0,03 / 0.03
UKUPNO / TOTAL	**71.605,3 / 71,605.3**	**100 / 100**

Izvor: / Source: DZS (2015). Priopćenje: Turizam u 2015., Zagreb.

Iz podataka u Tablici 1. vidljivo je da se preko 95% noćenja u Hrvatskoj ostvaruje u sedam primorskih županija. Ostale županije, isključujući Grad Zagreb, ostvaruju svega

The table shows that seven coastal counties account for over 95% of overnight stays in Croatia. Other counties, excluding the City of Zagreb, realize just over a million

nešto više od milijun noćenja. Ovakva distribucija noćenja dovodi do povećane potražnje za radnom snagom u primorskim županijama koju lokalno stanovništvo ne može zadovoljiti, što rezultira dolaskom radne snage iz ostalih dijelova Hrvatske te u manjoj mjeri iz susjednih zemalja.

Opisani uzroci mobilnosti radne snage u hotelijerstvu u Hrvatskoj (konstantan rast turističkog prometa, sezonalnost, neravnomjerna geografska distribucija noćenja), uz ostale već navedene globalno primjenjive čimbenike mobilnosti radne snage u hotelijerstvu, rezultiraju porastom potražnje za radnom snagom u hotelijerstvu u primorskim županijama tijekom ljetnih mjeseci, što je analizirano u nastavku.

overnight stays. This overnight distribution leads to an increased labour force demand in the coastal area resulting in geographic mobility of labour from other parts of Croatia and, to a lesser extent, from the neighbouring countries.

The described reasons for labour mobility in the hospitality industry in Croatia (constant tourism growth, seasonality, disproportion in geographic distribution of overnight stays), along with the other globally applicable factors of labour mobility in the hotel industry, result in an increase in the demand for labour force in the hospitality industry in the coastal counties during the summer months as shown below.

Grafikon 3. Broj prijava potreba za radnicima i zapošljavanje osoba s evidencije Zavoda za zapošljavanje u razdoblju od 2010. do 2015. godine / Figure 3. Number of vacancies and employed persons from the Recruitment Register from 2010 to 2015
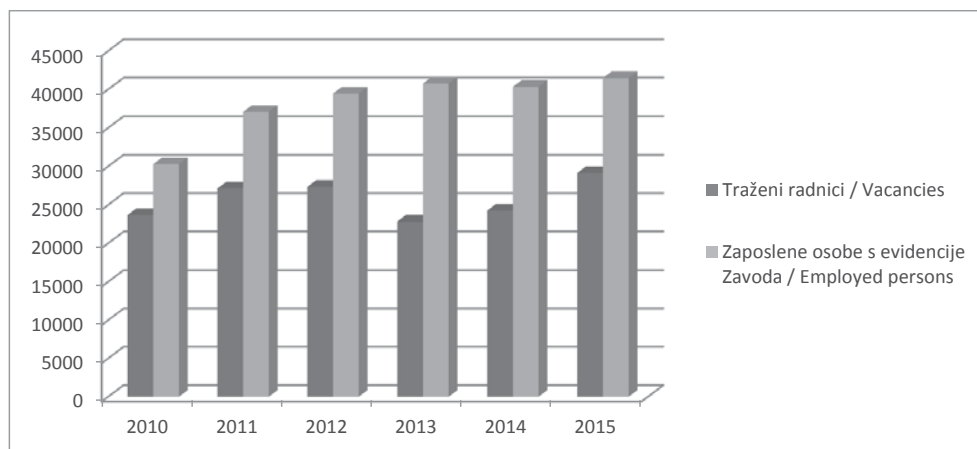
Izvor: Hrvatski zavod za zapošljavanje, dostupno na: http://www.hzz.hr/default.aspx?id=11179 / *Source:* Croatian Employment Service**,** *available at: http://www.hzz.hr/default.aspx?id=11179*

Prikazani podaci odnose se na ukupan broj traženih i zaposlenih sezonskih radnika. Razlog većeg broja zaposlenih od broja traženih radnika leži u činjenici da poslodavci ne oglašavaju slobodna radna mjesta nužno preko Hrvatskog zavoda za zapošljavanje (HZZ-a). Kao što je i očekivano, više od

The figures refer to the total number of seasonal workers in demand and those hired. The reason for the large number of employed persons is that employers do not necessarily advertise job vacancies through the Croatian Employment Service (CES). As expected, more than half of the jobs offered in June

pola slobodnih radnih mjesta u lipnju odnosi se na djelatnost pružanja smještaja, pripreme i usluživanja hrane i pića. Prema podacima Zavoda, gotovo 80% radnih mjesta nalazi se u sedam primorskih županija. Prema istom izvoru, najtraženija zanimanja su: konobar, prodavač, sobarica, kuhar, kuhinjski radnik, čistačica te radnik u održavanju. Kako se prikazana potreba za radnicima u konačnici odražava na zaposlenost u hotelijerstvu, prikazano je na Grafikonu 4.

are related to the accommodation and food service sector. According to the CES data, almost 80% of those jobs are located in seven coastal counties. According to the same source, the majority of vacancies belong to the following occupations: waiter, salesman, maid, chef, kitchen worker, cleaner and maintenance worker. Figure 4 shows how the demand for workers ultimately reflects on employment in the hotel industry.

Grafikon 4. Zaposleni u hotelijerstvu Hrvatske u 2015. godini po mjesecima / Figure 4. Monthly employment rates in accommodation and food service sector in 2015
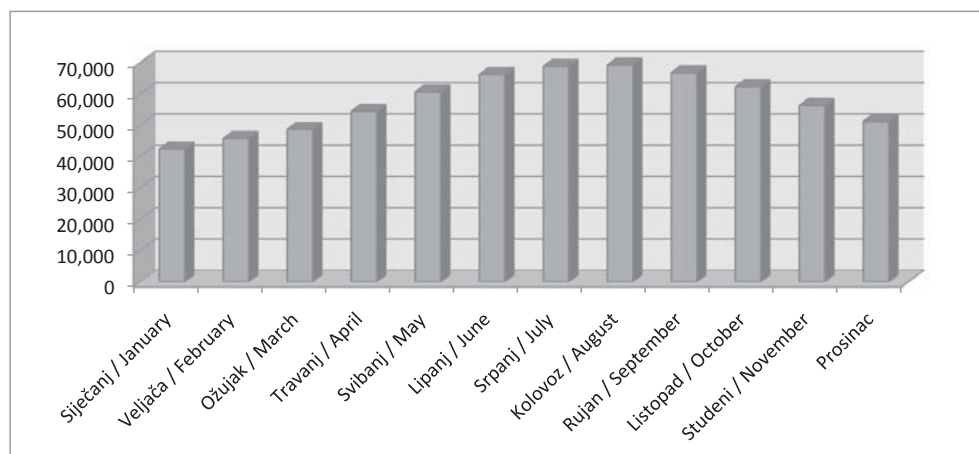
Izvor: DZS (2016). Priopćenja: Zaposlenost prema djelatnostima. Mjesečna izvješća u 2015. Zagreb. / Source: Croatian Bureau of Statistics (2016). Employment by economic activity, Monthly Reports in 2015, Zagreb.

U 2015. godini u srpnju i kolovozu u djelatnosti pružanja usluga smještaja bilo je zaposleno 67.000 ljudi, što je 15% više od godišnjeg prosjeka zaposlenih u ovoj djelatnosti. Iz svega prethodno prikazanog razvidno je da su oba oblika mobilnosti radne snage u hotelijerstvu u Hrvatskoj prisutna u velikoj mjeri i da će se taj trend nastaviti i u budućnosti.

In July and August of 2015 the accommodation and food service sector employed 67,000 persons, which accounts for 15% more than the annual average of the persons employed in this activity. The analysis shows that both types of labour mobility in hospitality industry in Croatia are largely present to a large extent and that the trend can be predicted to continue in the future.

3. ULOGA RADNE SNAGE KAO ČIMBENIKA USPJEŠNOSTI POSLOVANJA PODUZEĆA U HOTELIJERSTVU

Nije upitno utječe li radna snaga na uspješnost poslovanja poduzeća, već na koji način to čini i u kojoj mjeri. Nadalje, važno je utvrditi ponder radne snage u određenom pokazatelju uspješnosti poslovanja poduzeća u hotelijerstvu. Utjecaj radne snage na uspješnost poslovanja poduzeća predmet je brojnih istraživanja u području ekonomije (Yee, Yeung i Cheng, 2008; O'Mahony i Vecchi, 2009; Doms, Lewis i Robb, 2010; Khanmohammadiotaqsara, Khalili i Mohseni, 2012; Parrotta, Pozzoli i Pytlikova, 2014). Istraživanja uspješnosti poslovanja poduzeća u području hotelijerstva (Ball, Johnson i Slattery, 1986; Bernolak, 1997; Anastassopoulos i Patsouratis, 2004; Barros, 2005; Barros i Mascarenhas, 2005; Barros i Josiassen, 2010; Chiu i Huang, 2011; Avci, Madanoglu i Okumus, 2011; Assaf, Sainaghi, Phillips i Corti, 2013; Sourouklis i Tsagdis, 2013) navode radnu snagu kao jedan od ključnih čimbenika za uspješnost poslovanja poduzeća, što je u potpunosti razumljivo i opravdano s obzirom na činjenicu da je hotelijerstvo radno intenzivna djelatnost i da za sada ne postoji tehnologija koja bi u potpunosti zamijenila ili umanjila ulogu čovjeka u pružanju usluge.

„Ljudski čimbenik je ključan nositelj radnog procesa poduzeća u hotelijerstvu, što osobito dolazi do izražaja u kontekstu sagledavanja produktivnosti rada, ali i drugih ekonomskih pokazatelja uspješnosti poslovanja poduzeća u hotelijerstvu" (Ivanović, 2012:193). Međutim, ponder utjecaja koji radna snaga ima na pojedine skupine pokazatelja, a u konačnici i na svaki pojedini pokazatelj, razlikuje se ovisno o načinu izračuna pojedinog pokazatelja. Pri izračunu produktivnosti rada, jedini input koji se stavlja u odnos s određenim outputom je radna snaga, što zapravo znači da ona ima apsolutni utje-

3. THE ROLE OF LABOUR IN BUSINESS PERFORMANCE OF COMPANIES IN HOSPITALITY INDUSTRY

There is no doubt that the labour force affects the company's business performance, but the questions are how and to what extent. Furthermore, it is important to establish the labour force weight in a given business performance indicator in the hospitality industry. The impact of labour force on a company's business performance is in the focus of numerous researchers in the field of economics (Yee, Yeung and Cheng, 2008; O'Mahony and Vecchi, 2009; Doms, Lewis and Robb, 2010; Khanmohammadiotaqsara, Khalili and Mohseni, 2012; Parrotta, Pozzoli and Pytlikova, 2014). The research on business performance of companies in the hospitality industry (Ball, Johnson and Slattery, 1986; Bernolak, 1997; Anastassopoulos and Patsouratis, 2004; Barros, 2005; Barros and Mascarenhas, 2005; Barros and Josiassen, 2010; Chiu and Huang, 2011; Avci, Madanoglu and Okumus, 2011; Assaf, Sainaghi, Phillips and Corti, 2013; Sourouklis and Tsagdis, 2013) highlights the labour force as one of the key factors for a company's business performance, which is understandable and justified by the fact that the hospitality industry is labour intensive and that there is so far no technology that can completely replace or lessen the human role in services.

"The human factor is the key factor of the company's work process in hospitality industry, which is evident in the context of labour productivity and other economic indicators of the company's business performance" (Ivanović, 2012:193). However, the weight of labour force impacts on each set of indicators differs depending on how each indicator is calculated. When calculating labour productivity, the only input that relates to a given output is labour force, which means that it has an absolute impact on the labour productivity indicators. According to Kovačević (2001:109), the indicators of

caj na pokazatelje produktivnosti rada. Kako navodi Kovačević (2001:109), pokazatelji ekonomičnosti precizniji su od pokazatelja produktivnosti rada jer u sebi sadrže učinke tekućeg i općepredmetnog rada koji su sadržani u proizvodnji. Shodno tome, ponder samog rada pri izračunu ekonomičnosti je manji nego što je to slučaj kod produktivnosti rada. Uz troškove rada pri izračunu ekonomičnosti pojavljuju se i troškovi sredstava za rad i troškovi predmeta rada. Profitabilnost poslovanja pod utjecajem je brojnih faktora pa radna snaga ima znatno manji ponder kod izračuna pokazatelja profitabilnosti. Ipak, utjecaj radne snage na profitabilnost poduzeća u hotelijerstvu izražen je zbog činjenice da je hotelijerstvo radno intenzivno.

4. METODOLOGIJA

Osnovni skup (okvir izbora) za primarno istraživanje čine poslovni subjekti u hotelijerstvu u okviru kojih posluju komercijalni smještajni objekti u turizmu iz skupina hotela, aparthotela, turističkih naselja, turističkih apartmana, kampova i kamp naselja. U osnovni skup nisu uključeni poslovni subjekti iz tzv. privatnog smještaja i marine. Razlog njihovog isključivanja leži u posebnostima njihovog poslovanja. S obzirom da u objektima privatnog smještaja najčešće nema dodatnog zapošljavanja, nije moguće niti smisleno ispitivati mobilnost zaposlenika. Skupina koju je potrebno posebno istaknuti su kampovi. Oni, za razliku od ostalih promatranih objekata, ne posjeduju postelje u klasičnom smislu, već kamp mjesta, zbog čega se njihova struktura zaposlenih razlikuje od strukture zaposlenih u ostalim objektima osnovnog skupa. Unatoč tome, kampovi su uključeni u osnovni skup. Razlog njihova uključivanja leži u činjenici da je dio kampova u vlasništvu velikih hotelskih grupacija zbog čega ih nije moguće isključiti iz istraživanja. Pri određivanju planiranog uzorka, uz vrstu objekta, vodilo se računa i o kategoriji i veličini objekta. S obzirom da je u Hrvatskoj u tijeku proces konsolidiranja

economic efficiency are more precise than the labour productivity indicators. In accordance, in calculating the business efficiency, the weight of work itself is smaller than labour productivity. In addition to the cost of work in calculating the efficiency, there are also the costs of labour resources and labour costs. Profitability is influenced by a number of factors, which means that the labour force has a considerably smaller weight in calculating profitability indicators. Nevertheless, the labour force still has a considerable impact on the profitability of companies in the hospitality industry due to its labour intensive nature.

4. METHODOLOGY

The sampling frame for the primary research consists of the business entities in the Croatian hospitality industry which include commercial accommodation facilities, i.e. groups of hotels, aparthotels, tourism resorts, tourist apartments, camping sites and campgrounds. Private accommodation and marinas have been excluded from the sampling frame, due to the peculiarities of their business operations. Since there is usually no additional employment in the private accommodation facilities the workforce mobility could not be examined. A group that needs to be especially highlighted refers to the campsites as they, unlike the other observed facilities, do not offer the classical beds but the pitches for tents or campers, and hence their employee structure differs from other facilities of the basic assembly. Nevertheless, the camping sites have been included in the sampling frame due to the fact that a portion of these facilities are owned by large hotel groups and as such could not be omitted from the research. When designing the planned sample, in addition to the type of the facility, their sizes and categories were also taken into account. Since the process of consolidating the hotel owner portfolio is currently in progress in Croatia it is necessary to

vlasnika hotelskog portfelja potrebno je uzeti u obzir i posluju li objekti unutar grupacije ili samostalno.

Uzorak je podijeljen na dva stratuma, ovisno o tome posluje li unutar subjekta samo jedan smještajni objekt ili više njih. Planirani uzorak obuhvaća 10% osnovnog skupa prema broju subjekata (60 subjekata). Njihov broj i struktura prikazani su u nastavku.

consider whether the facilities operate within the hotel company or individually.

The sample is divided into two strata depending on whether or not the facility operates within a larger entity. The planned sample includes 10% of the sampling frame according to the number of entities (60 entities). Their number and structure are shown below.

Tablica 2. Veličina i struktura planiranog uzorka /
Table 2. Size and structure of planned sample

	Broj poslovnih subjekata / *Number of business entities*	
Subjekti unutar kojih posluje jedan objekt / *Entities with one facility*	35	Mali (do 100 postelja/kamp mjesta) / *Small (less then 100 beds/camp pitches)*
	13	Srednji (100 – 400 postelja/kamp mjesta) / *Medium (100 – 400 beds/camp pitches)*
	5	Veliki (više od 400 postelja/kamp mjesta) / *Large (more then 400 beds/camp pitches)*
Subjekti unutar kojih posluju dva ili više objekata / *Entities with two or more facilities*	7	
UKUPNO / *TOTAL*	**60**	

Izvor: Izrada autora / Source: made by author

Identifikacija ključnih skupina varijabli mobilnosti radne snage u hotelijerstvu

Identifikacija ključnih skupina varijabli mobilnosti radne snage u hotelijerstvu proizlazi iz teorijskog okvira te iz ranije provedenih istraživanja mobilnosti radne snage.

Varijable su definirane kako slijedi:

- x_i - ukupna mobilnost radne snage u poduzećima iz uzorka (i = broj poduzeća u uzorku);
- x_{i1} - geografska mobilnost radne snage u poduzećima iz uzorka;
- x_{i2} - profesionalna mobilnost radne snage u poduzećima iz uzorka.

Geografska mobilnost uključuje zaposlenike koji su se preselili u drugo mjesto, grad

Identification of key groups of the labour mobility variables in hospitality industry

The identification of key groups of the labour mobility variables in hospitality industry derives from the theoretical framework and previous surveys of labour mobility.

The variables are defined as follows:

- x_i - total labour mobility of companies in the sample (i = number of companies in the sample);
- x_{i1} - geographic mobility of companies in the sample;
- x_{i2} - professional mobility of companies in the sample.

Geographic mobility includes the employees who moved to another place, city or

ili državu, bez obzira radi li se o privremenom ili trajnom preseljenju. Profesionalna mobilnost uključuje zaposlenike koji nisu obrazovani u području turizma, već su se obrazovali za neku drugu djelatnost. Ukupna mobilnost uključuje zaposlenike koji sudjeluju u jednoj ili obje vrste mobilnosti. U svrhu prikupljanja podataka proveden je intervju s osobama iz odjela ljudskih resursa u promatranim poduzećima.

state to work in the observed company, be they temporary or permanent. Professional mobility includes the employees who are not qualified for the field of tourism but hold some other qualification. Total mobility includes employees participating in one or both types of mobility. The data has been collected at interviews held at the human resource departments in the observed companies.

Odabir ključnih varijabli uspješnosti poslovanja poduzeća u hotelijerstvu

Zavisne varijable u istraživanju uključuju odabrane pokazatelje uspješnosti poslovanja poduzeća u hotelijerstvu, a odnose se na pokazatelje produktivnosti rada, pokazatelje profitabilnosti i pokazatelje ekonomičnosti. Dva su osnovna razloga odabira upravo ovih skupina. Prvi razlog leži u činjenici da se upravo one najčešće koriste u području hotelijerstva, dok drugi razlog proizlazi iz teorijskog okvira. Odabrani pokazatelji prikazani su u Tablici 3.

Choosing key variables of business performance in hospitality industry

The dependent variables used in the research include the selected business performance indicators in hospitality industry, referring to labour productivity indicators, profitability indicators and efficiency indicators. There are two main reasons for choosing these groups of indicators: the first lies in the fact that these are the most commonly used indicators in the hospitality industry and the second reason is derived from the theoretical framework. The selected indicators are shown in Table 3.

Tablica 3. Odabrani pokazatelji uspješnosti poslovanja poduzeća u hotelijerstvu /
Table 3. Selected groups of business performance indicators

Skupina pokazatelja / *Set of indicators*	Pokazatelj / *Indicator*	Odnos / *Relation*
y_{i1} - produktivnost rada / *labour productiviy*	Prihod po zaposlenom / *Income per employe*	Ukupni prihodi / *Total income* Broj zaposlenih / *number of employees*
	Dobit po zaposlenom / *Profit per employe*	Neto dobit / *Net profit* Broj zaposlenih / *Number of employees*
y_{i2} - produktivnost poslovanja / *profitability*	Neto profitna marža / *Net profit margin*	Neto dobit / *Net profit* Ukupni prihod / *Total revenue*
	Udio operativne dobiti po smještajnoj jedinici / *Share of operating profit per unit*	Bruto operativna dobit / *Gross operating profit* Broj smještajnih jedinica / *Number of accomodation units*
y_{i3} - ekonomičnost poslovanja / *business efficiency*	Ekonomičnost ukupnog poslovanja / *Total business efficiency*	Ukupni prihodi / *Total revenue* Ukupni rashodi / *Total expense*
	Ekonomičnost rada / *Labour efficiency*	Ukupni prihodi / *Total income* Troškovi rada / *Labuor costs*

Izvor: izrada autora / Source: made by author

Odabrani pokazatelji za poduzeća iz uzorka računaju se na temelju sekundarnih podataka. Smjer i intenzitet utjecaja prethodno opisanih varijabli mobilnosti radne snage na pokazatelje prikazane u Tablici 3. testira se u okviru zadanih hipoteza.

5. INTERPRETACIJA REZULTATA ISTRAŽIVANJA

H1: Što je ukupna mobilnost radne snage u hotelijerstvu manje izražena, to su pokazatelji uspješnosti poslovanja poduzeća u hotelijerstvu bolji.

S obzirom da ova hipoteza obuhvaća tri skupine pokazatelja uspješnosti poslovanja poduzeća u hotelijerstvu, postavljene su i testirane tri podhipoteze.

H1a: Što je ukupna mobilnost radne snage u hotelijerstvu manje izražena, to su pokazatelji produktivnosti rada u hotelijerstvu bolji.

Varijable za testiranje podhipoteze su sljedeće:

- x_i - ukupna mobilnost radne snage;
- y_{i11} - prihod po zaposlenom;
- y_{i12} - dobit po zaposlenom.

Istraživanje je provedeno na uzorku od 22 poduzeća. S obzirom da su pokazatelji uspješnosti u slučaju jednog analiziranog poduzeća izuzetno nepovoljni, što je posljedica visokih ulaganja u preuređenje, a u konačnici može iskriviti rezultate, to je poduzeće isključeno iz analize.

Za testiranje podhipoteze prvo je provedena korelacijska analiza kojom se utvrđuje smjer kretanja promatranih varijabli.

Prije analize koeficijenta korelacije potrebno je utvrditi kolika je empirijska razina signifikantnosti (p-vrijednost). S obzirom da se u podhipotezi pretpostavlja smjer kretanja varijabli, radi se o jednosmjernom testu na donju granicu. U ovom se testu hipotezom H0 pretpostavlja da između promatranih varijabli ne postoji korelacija dok hipoteza H1

The selected company indicators have been calculated on the basis of secondary data. The direction and intensity of the impact of the hitherto described labour mobility variables on the business performance indicators shown in the table have been tested against the second and third hypotheses.

5. INTERPRETATION OF RESEARCH RESULTS

H1: The less prominent the total labour mobility in hospitality industry, the higher the quality of their performance indicators.

Since this hypothesis involves three sets of business performance indicators, three sub-hypotheses have been formulated and tested.

H1a: The less prominent the total labour mobility in hospitality industry, the higher their productivity indicators.

The variables for testing sub-hypotheses are as follows:

- x_i - total mobility of labor force;
- y_{i11} - income per employee;
- y_{i12} - profit per employee.

The test was carried out on a sample of 22 companies. Due to the fact that one company had high investment that influenced its performance indicators extremely unfavourably, it was excluded from the analysis as the outcomes could be eschewed.

To test the sub-hypothesis, a correlation analysis was performed to determine the direction of the influence of the observed variables.

Before analysing the correlation coefficient, it is necessary to identify its empirical level of significance (p-value). Since the sub-hypothesis assumes the direction of movement of the variables, it is a one-way test at the lower limit. In this test the hypothesis H0 assumes that there is no correlation between the observed variables, while the hypothesis H1 assumes that there is correla-

pretpostavlja da među promatranim varijablama postoji korelacija. U oba promatrana slučaja p-vrijednost je manja od teorijske razine signifikantnosti α (0,030 < 0,05; 0,000 < 0,05), što dokazuje postojanje korelacije između ukupne mobilnosti i prihoda po zaposlenom te ukupne mobilnosti i dobiti po zaposlenom.

Iako je ovime dokazana korelacija, njezin smjer i intenzitet moguće je utvrditi Pearsonovim koeficijentom korelacije. Koeficijent korelacije između ukupne mobilnosti i prihoda po zaposlenom iznosi -0,406, što označava slabu negativnu vezu dok je koeficijent korelacije između ukupne mobilnosti i dobiti po zaposlenom -0,688, čime se dokazuje negativna veza srednje jakosti.

Kako bi se sa sigurnošću potvrdila podhipoteza H1a, provedena je i regresijska analiza. Kod varijable prihod po zaposlenom β iznosi -10.882,695, što znači da ukoliko se ukupna mobilnost radne snage poveća za 1%, procjenjuje se da će se prihod po zaposlenom smanjiti za 10.882,695 kuna. Kod varijable dobit po zaposlenom β iznosi -5.723,723, što znači da ukoliko se ukupna mobilnost radne snage poveća za 1%, procjenjuje se da će se dobit po zaposlenom smanjiti za 5.723,723 kuna. U oba promatrana slučaja p-vrijednost je manja od teorijske razine signifikantnosti α (0,031 <0,05; 0,000 < 0,05), čime je dokazano da su promatrane varijable značajne u modelu. Iako tablična p-vrijednost za varijablu prihod po zaposlenom iznosi 0,061, ona se dijeli s dva, s obzirom da korišteni softver u regresijskoj analizi provodi dvosmjerni test (jer ne pretpostavlja smjer). Prije konačnog prihvaćanja postavljene hipoteze ispitano je jesu li ispunjene polazne pretpostavke u linearnom regresijskom modelu, što znači da u konkretnom slučaju ne postoji problem autokorelacije niti problem heteroskedastičnosti, što je potvrđeno. Na temelju rezultata dobivenih korelacijskom i regresijskom analizom prihvaća se podhipoteza H1a, odnosno dokazuje se da što je ukupna mobilnost radne snage u hotelijerstvu manje izražena, to su

tion among the observed variables. In both observed cases the p-value is smaller than the theoretical level of significance α (0.030 <0.05; 0.000 <0.05), thus proving the correlation between the total mobility and income per employee, and between the total mobility and profit per employee.

Having proved the correlation, its direction and intensity can be determined by the Pearson correlation coefficient. The correlation coefficient between the total mobility and income per employee is -0.406, which indicates a weak negative correlation, while the correlation coefficient between the total mobility and profit per employee is -0.688, which proves a negative medium-strength correlation.

In order to certify the sub-hypothesis H1a, a regression analysis was performed. In the income per employee variable β is -10,882.695, which means that if total labour mobility increased by 1%, it is estimated that income per employee will be reduced by 10,882.695 kunas (1,467.382 euros). In the profit per employee variable β amounts to -5,723.723, which means that if total labour mobility is increased by 1%, it is estimated that the profit per employee will be reduced by 5,723.723 kunas (771.765 euros). In both observed cases, the p-value is smaller than the theoretical level of significance α (0.031 <0.05; 0.000 <0.05), which proves that observed variables are significant in the model. Although the table p-value for the income per employee variable is 0.061, it is divided by two since the software used in the regression analysis performs a two-way test (because it does not assume the direction). Before the final acceptance of the sub-hypothesis it was examined whether the assumptions in the linear regression model are met, which means that in the concrete case there is no autocorrelation or heteroscedasticity problem and that was confirmed. Based on the results obtained by correlation and regression analysis, H1a is accepted, which proves that the less pronounced the total labour mobility

pokazatelji produktivnosti rada poduzeća u hotelijerstvu bolji.

H1b: Što je ukupna mobilnost radne snage u hotelijerstvu manje izražena, to su pokazatelji profitabilnosti poslovanja poduzeća u hotelijerstvu bolji.

Varijable za testiranje podhipoteze su sljedeće

- x_i - ukupna mobilnost radne snage;
- y_{i21} - neto profitna mreža;
- y_{i22} - udio operativne dobiti (GOP) po smještajnoj jedinici.

U svrhu testiranja podhipoteze, kao i kod podhipoteze H1a, provedena je korelacijska i regresijska analiza. U oba promatrana slučaja p-vrijednost je manja od teorijske razine signifikantnosti α (0,002 < 0,05; 0,035 < 0,05), što dokazuje postojanje korelacije između ukupne mobilnosti i neto profitne marže te ukupne mobilnosti i udjela GOP-a po smještajnoj jedinici. Koeficijent korelacije između ukupne mobilnosti i neto profitne marže iznosi -0,583, što označava negativnu vezu srednje jakosti dok je koeficijent korelacije između ukupne mobilnosti i udjela GOP-a po smještajnoj jedinici -0,395, čime se dokazuje slaba negativna veza. Kako bi se sa sigurnošću potvrdila podhipoteza H1b, i u ovom je slučaju, uz korelacijsku, provedena i regresijska analiza.

Kod varijable neto profitna marža β iznosi -1,557, što znači da ukoliko se ukupna mobilnost radne snage poveća za 1%, procjenjuje se da će se neto profitna marža smanjiti za 1,557 kuna. Kod varijable udio GOP-a po smještajnoj jedinici β iznosi -2.692,733, što znači da ukoliko se ukupna mobilnost radne snage poveća za 1%, procjenjuje se da će se udio GOP-a po smještajnoj jedinici smanjiti za 2.692,733 kuna. U oba promatrana slučaja p-vrijednost je manja od teorijske razine signifikantnosti α, čime je dokazano da su promatrane varijable značajne u modelu. U konkretnom slučaju ne postoji problem autokorelacije niti problem heteroskedastičnosti. Na temelju rezultata dobivenih korelacijskom i regresijskom analizom prihvaća se

in hospitality industry is, the better are the indicators of labour productivity.

H1b: The lower the level of overall labour mobility in hospitality industry, the better the profitability indicators.

The variables for testing the sub-hypothesis are as follows:

- x_i - total mobility of labor force;
- y_{i21} - net profit margin;
- y_{i22} - share of operating profit (GOP) per unit.

In order to test the sub-hypothesis, as in the case of H1a, correlation and regression analysis was carried out. In both observed cases the p-value is smaller than the theoretical level of significance α (0.002 <0.05; 0.035 <0.05), which proves the correlation between total mobility and net profit margin, and between total mobility and share of operating profit per unit. The correlation coefficient between total mobility and net profit margin is -0.583, which indicates a negative medium-strength correlation, while the correlation coefficient between total mobility and share of operating profit per unit is -0.395, proving a weak negative correlation. In order to confirm the sub-hypothesis H1b a regression analysis was performed.

With regard to the net profit margin variable β is -1.557 which means that if total labour mobility is increased by 1%, it is estimated that net profit margin will be reduced by 1.557 kunas (210 euros). In the share of operating profit per unit variable β amounts to -2,692.733, which means that if the total labour mobility increases by 1%, it is estimated that the share of operating profit per unit earnings will drop by 2,692.733 kunas (363.078 euros). In both observed cases the p-value is smaller than the theoretical level of significance α, which proves that the observed variables are significant in the model. In this case there is no autocorrelation or heteroscedasticity problem. Based on the results obtained by correlation and regression analysis H1b has been accepted, which proves that

podhipoteza H1b, odnosno dokazuje se da što je ukupna mobilnost radne snage u hotelijerstvu manje izražena, to su pokazatelji profitabilnosti poslovanja poduzeća u hotelijerstvu bolji.

H1c: Što je ukupna mobilnost radne snage u hotelijerstvu manje izražena, to su pokazatelji ekonomičnosti poslovanja poduzeća u hotelijerstvu bolji.

Varijable za testiranje podhipoteze su sljedeće:

- x_i - ukupna mobilnost radne snage;
- y_{i31} - ukupna ekonomičnost;
- y_{i32} - ekonomičnost rada.

U svrhu testiranja podhipoteze, provedena je korelacijska i regresijska analiza. Analizom je dokazana korelacija između ukupne mobilnosti i ukupne ekonomičnosti te ukupne mobilnosti i ekonomičnosti rada.

Kod varijable ukupna ekonomičnost β iznosi -0,015, što znači da ukoliko se ukupna mobilnost radne snage poveća za 1%, procjenjuje se da će se ukupna ekonomičnost smanjiti za 0,015 kuna. Kod varijable ekonomičnost rada β iznosi -0,110, što znači da ukoliko se ukupna mobilnost radne snage poveća za 1%, procjenjuje se da će se ekonomičnost rada smanjiti za 0,110 kuna. U oba promatrana slučaja p-vrijednost je manja od teorijske razine signifikantnosti α, čime je dokazano da su promatrane varijable značajne u modelu. U konkretnom slučaju ne postoji problem autokorelacije niti problem heteroskedastičnosti. Na temelju rezultata dobivenih korelacijskom i regresijskom analizom prihvaća se podhipoteza H1c.

S obzirom da su sve tri podhipoteze testirane u okviru hipoteze H1 prihvaćene, hipoteza H1 se u cijelosti prihvaća.

Iduća postavljena hipoteza u odnos dovodi produktivnost rada i profesionalnu mobilnost. Razlog za odabir produktivnosti rada proizlazi iz činjenice da su pokazatelji produktivnosti rada pod najvećim utjecajem rada, zbog čega se smatraju njegovim najboljim pokaza-

the less pronounced the total labour mobility in hospitality industry is, the better are the profitability indicators.

H1c: The lower the level of overall labour mobility the better the business efficiency indicators in the hospitality industry.

The variables for testing sub-hypotheses are as follows:

- x_i - total mobility of labour force;
- y_{i31} - total business efficiency;
- y_{i32} - labour economics.

In order to test the sub-hypothesis, a correlation and regression analysis was performed. Analysis proves the correlation between total mobility and total business efficiency and total mobility and labour efficiency.

With regard to the total business efficiency variable β is -0.015, which means that if total labour mobility is increased by 1%, it is estimated that total business efficiency will be reduced by 0.015 kunas (0.002 euros). With regard to the total labour economics variable β is -0.110, which means that if total labour mobility is increased by 1%, it is estimated that the labour efficiency will be reduced by 0.110 kunas (0.015 euros). In both observed cases, the p-value is smaller than the theoretical level of significance α, which proves that the observed variables are significant in the model. In the concrete case there are no autocorrelation or heteroscedasticity problems. Based on the results obtained by correlation and regression analysis, H1c is accepted.

Since all three sub-hypotheses tested within the hypothesis H1 have tested positively, the hypothesis H1 has been fully verified.

The next hypothesis introduces the relationship between labour productivity and professional mobility. The reason for choosing labour productivity comes from the fact that it is most influenced by the labour, and therefore can be considered best indicators.

teljem. S druge pak strane, pretpostavlja se da profesionalna mobilnost radne snage u hotelijerstvu ima veći utjecaj na produktivnost rada, s obzirom na činjenicu da se većinom odnosi na zaposlene s nižom ili srednjom stručnom spremom koji najčešće ne prolaze potrebnu obuku, što može negativno utjecati na poslovanje poduzeća, dok kod geografske mobilnosti radne snage to ne mora nužno biti slučaj. Kako bi se ispitalo je li tome doista tako, postavljena je i testirana hipoteza H2.

H2: Profesionalna mobilnost radne snage u hotelijerstvu u Hrvatskoj utječe na produktivnost rada više nego geografska mobilnost.

Varijable za testiranje hipoteze su sljedeće:

- x_{i1} - geografska mobilnost;
- x_{i2} - profesionalna mobilnost;
- y_{i11} - prihod po zaposlenom;
- y_{i12} - dobit po zaposlenom.

Prvi korak u testiranju hipoteze je provođenje korelacijske i regresijske analize za svaku pojedinu vrstu mobilnosti i oba pokazatelja produktivnosti rada.

U slučaju geografske mobilnosti radne snage p-vrijednost je u oba slučaja veća od teorijske razine signifikantnosti α (0,208 > 0,05; 0,150 > 0,05), što upućuje na zaključak da ne postoji korelacija između geografske mobilnosti i prihoda po zaposlenom te između geografske mobilnosti i dobiti po zaposlenom. U slučaju profesionalne mobilnosti radne snage p-vrijednost je u oba slučaja manja od teorijske razine signifikantnosti α (0,023 < 0,05; 0,000 < 0,05), što upućuje na zaključak da postoji korelacija između profesionalne mobilnosti i prihoda po zaposlenom te između profesionalne mobilnosti i dobiti po zaposlenom. Koeficijent korelacije između profesionalne mobilnosti i prihoda po zaposlenom iznosi -0,442, što označava slabu negativnu vezu, dok je koeficijent korelacije između profesionalne mobilnosti i dobiti po zaposlenom -0,773, čime se dokazuje negativna veza srednje jakosti. Koeficijent

On the other hand, it is assumed that the professional mobility of the labour force in the hospitality industry has a greater impact on labour productivity, due to the fact that it is mostly related to medium and low-skilled workers who often do not get the required training, which can negatively affect business performance of the company, while this may not be the case with the geographical mobility of labour force. To test whether this is true the hypothesis H2 was tested.

H2: Professional mobility of the labour force in the hotel industry in Croatia affects labour productivity rather than geographical mobility.

The variables used for testing the hypothesis are as follows:

- x_{i1} - geographic mobility;
- x_{i2} - professional mobility;
- y_{i11} - income per employee;
- y_{i12} - profit per employee.

The first step in testing this hypothesis is the implementation of correlation and regression analysis for each type of mobility and for both indicators of labour productivity.

With regard to the geographic mobility of the labour the p-value is higher in both cases than the theoretical level of significance α (0.208> 0.05; 0.150> 0.05), indicating no correlation between the geographic mobility and income per employee, and between the geographic mobility and profit per employee. In the case of professional mobility, the p-value is in both cases smaller than the theoretical level of significance α (0.023 <0.05; 0.000 <0.05), indicating that there is a correlation between the professional mobility and income per employee, and between the professional mobility and profit per employee. The correlation coefficient between the professional mobility and income per employee is -0.442, which points to a weak negative relationship, while the correlation coefficient between the professional mobility and profit per employee is -0.773, thus proving a negative link of medium strength. The cor-

korelacije između geografske mobilnosti i promatranih pokazatelja produktivnosti rada nije moguće tumačiti s obzirom da ne postoji korelacija među varijablama.

Kod varijable prihod po zaposlenom β iznosi 3.000,737, što navodi na zaključak da ukoliko se geografska mobilnost radne snage poveća za 1%, procjenjuje se da će se prihod po zaposlenom povećati za 3.000,737 kuna. Kod varijable dobit po zaposlenom β iznosi -1.563,604 što navodi na zaključak da ukoliko se geografska mobilnost radne snage poveća za 1%, procjenjuje se da će se dobit po zaposlenom smanjiti za 1.563,604 kune.

Međutim, u oba promatrana slučaja p-vrijednost je veća od teorijske razine signifikantnosti α (0,209 > 0,05; 0,151 > 0,05), čime je dokazano da varijabla geografska mobilnost nije značajna u modelu, odnosno da ne utječe na prihod po zaposlenom, kao niti na dobit po zaposlenom. S obzirom da testirana varijabla geografska mobilnost nije značajna u modelu, postojanje polaznih pretpostavki u linearnom regresijskom modelu ne testira se.

Kod varijable prihod po zaposlenom β iznosi -9.113,979, što znači da ukoliko se profesionalna mobilnost radne snage poveća za 1%, procjenjuje se da će se prihod po zaposlenom smanjiti za 9.113,979 kuna. Kod varijable dobit po zaposlenom β iznosi -6.556,864, što znači da ukoliko se profesionalna mobilnost radne snage poveća za 1%, procjenjuje se da će se dobit po zaposlenom smanjiti za 6.556,864 kune. U oba promatrana slučaja p-vrijednost je manja od teorijske razine signifikantnosti α (0,023 < 0,05; 0,000 < 0,05), čime je dokazano da je varijabla profesionalna mobilnost značajna u modelu. U konkretnom slučaju ne postoji problem autokorelacije niti problem heteroskedastičnosti. Na temelju rezultata dobivenih korelacijskom i regresijskom analizom donosi se odluka o prihvaćanju hipoteze H2. Analizom je potvrđeno da geografska mobilnost ne utječe na produktivnost rada, dok profesionalna mobilnost utječe.

relation coefficient between the geographical mobility and the observed productivity indicators cannot be interpreted as there is no correlation between the variables.

With regard to the income per employee variable β amounts to 3,000.737, which suggests that if the labour mobility increases by 1% it is estimated that income per employee will increase by 3,000.737 kunas (404.608 euros). As for the profit per employee variable β is -1,563.604, which suggests that if the geographic labour mobility increases by 1% it is estimated that profit per employee will be reduced by 1,563.604 kunas (210.830 euros).

However, in both observed cases the p-value is higher than the theoretical level of significance α (0.209> 0.05; 0.151> 0.05), thus proving that the geographic mobility variable is not significant in the model, which means that it does not affect income per employee nor profit per employee. Since the geographic mobility variable is not significant in the model, the assumptions of the linear regression model was not tested.

Regarding the income per employee variable β amounts to -9,113.979, which means that if professional mobility of the labour force increases by 1%, the income per employee is estimated to be reduced by 9,113.979 kunas. With the profit per employee variable β amounts -6,556.864, which means that if professional mobility of the labour force increases by 1%, the profit per employee is estimated to be reduced by 6,556.864 kunas (884.103 euros). In both observed cases, the p-value is lower than the theoretical level of significance α (0.023 <0.05; 0.000 <0.05), thus proving that the mobility variable is significant in the model. In this case there is no problem of autocorrelation or the problem of heteroscedasticity. Based on the results obtained by correlation and regression analysis, the H2 hypothesis has been confirmed. The analysis has confirmed that geographic mobility does not affect labour productivity while professional mobility does.

6. ZAKLJUČAK

Provedenom analizom potvrđeno je da je ukupna mobilnost radne snage jedan od čimbenika koji utječu na uspješnost poslovanja. Odabranih šest zavisnih varijabli (prihod po zaposlenom, dobit po zaposlenom, neto profitna marža, udio operativne dobiti po smještajnoj jedinici, ukupna ekonomičnost i ekonomičnost rada) negativno korelira s ukupnom mobilnošću, čime su potvrđene sve postavljene podhipoteze, a time i glavna hipoteza. Iako su pozitivni učinci mobilnosti radne snage na gospodarstvo neupitni, specifičnosti rada u hotelijerstvu (izražena sezonalnost i velika mobilnost radne snage), sukladno očekivanjima, ipak rezultiraju lošijim poslovanjem. Iako potvrđena, postavljena hipoteza otvara pitanje utjecaja pojedine vrste mobilnosti radne snage na uspješnost poslovanja, što je testirano u hipotezi H2. Provedena korelacijska i regresijska analiza pokazala je da geografska mobilnost ne utječe niti na prihod po zaposlenom, niti na dobit po zaposlenom, što je u skladu s očekivanjima. S druge strane, testiranjem je dokazano da profesionalna mobilnost utječe na oba analizirana pokazatelja produktivnosti rada. Moguće je zaključiti da je uzrok tome činjenica da se profesionalna mobilnost radne snage u turizmu većinom odnosi na zaposlene s nižom ili srednjom stručnom spremom koji najčešće ne prolaze potrebnu obuku, što u konačnici ima negativan utjecaj na poslovanje poduzeća, a osobito na produktivnost rada, dok kod geografske mobilnosti radne snage to ne mora nužno biti slučaj. Ovakav nalaz poduzećima bi mogao poslužiti kao smjernica na temelju koje bi trebala težiti smanjenju udjela zaposlenika koji nisu obrazovani u turizmu. To je moguće postići povećanjem udjela zaposlenika koji sudjeluju u geografskoj mobilnosti, što bi u konačnici moglo rezultirati boljim poslovanjem.

Razvijanje i primjena metodologije za praćenje mobilnosti radne snage u području hotelijerstva na međunarodnoj razini uvelike bi pomogla daljnjim istraživanjima u ovom području koje će zasigurno još dugo vre-

6. CONCLUSION

The research results have confirmed that the total labour mobility is one of the factors influencing the company's business performance. The dependent variables included in the research (income per employee, profit per employee, net profit margin, operating profit per unit, total business efficiency and labour efficiency) are negatively correlated with total mobility, thus confirming all sub-hypotheses and the main hypothesis. Although the positive effects of labour mobility on the economy are unquestionable, the specificity of work in the hospitality industry (expressed seasonality and high labour mobility), in line with the expectations, still result in inferior business performance. Although confirmed, the hypothesis raises the question of the impact of a particular type of labour mobility on business success, as tested in the hypothesis H2. The correlation and regression analysis showed that geographical mobility affects neither income per employee nor profit per employee, as expected. On the other hand, the analysis showed that professional mobility affects both analysed labour productivity indicators. It can be concluded that this is due to the fact that professional mobility of the labour force in hospitality mostly refers to middle- or low-skilled workers who often do not receive the necessary training. This ultimately produces a negative effect on the company's business performance indicators, and in particular on labour productivity, while with geographic mobility does not necessarily have to be the case. These research findings could serve as quality guidelines for efforts to reduce the share of untrained employees in tourism. This can be achieved by increasing the share of employees participating in geographic mobility, which could ultimately result in the companies' better performance.

The development and application of the methodology for monitoring the labour mobility in the hospitality industry on an international level would be of great concerning the fact that this topic will remain in the focus

mena biti u fokusu brojnih znanstvenika, ne samo u području ekonomije, već i u drugim znanstvenim područjima. Zaključna razmatranja proizašla iz rada samo su dio spoznaja onoga što podrazumijeva i odražava mobilnost radne snage u hotelijerstvu. Provedeno istraživanje, iako je dalo odgovore na postavljena pitanja, otvorilo je brojna nova pitanja i ukazalo na složenost i multidisciplinarnost istraženog fenomena te na potrebu daljnjeg istraživanja ove složene problematike u turizmu. Nadalje, uputno bi bilo provesti istraživanje koje bi uključivalo vremensku seriju podataka, što je ujedno i glavno ograničenje ovog istraživanja. Takvim istraživanjem došlo bi se do spoznaja kojima bi se moglo unaprijediti poslovanje poduzeća, a uspjeh poduzetih mjera testirao bi se u narednim godinama.

of numerous scientists not only in the field of economics as well as in other scientific areas. The concluding considerations arising from the research are but a fraction of the insights into what labour mobility in the hospitality industry implies and mirrors. Although it has answered the proposed questions the conducted research has raised a number of new issues and pointed to the complex and multidisciplinary nature of the explored phenomenon and the need for more investigations of this tourism-related topic. Furthermore, future research should include a time series of data, which is also the main limitation of this research. Such research would provide insights that could facilitate improvements in the business performance of companies and the performance of the measures undertaken would be tested in the years to come.

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