

The Impact of The Contract Type on Job Involvement in The Hotel Industry: The Case of Croatia

Pupavac, Justin; Marinac, Antun; Krpan, Ljudevit; Pupavac, Drago

Source / Izvornik: **Polish Journal of Management Studies, 2023, 27, 278 - 293**

Journal article, Published version

Rad u časopisu, Objavljena verzija rada (izdavačev PDF)

<https://doi.org/10.17512/pjms.2023.27.2.17>

Permanent link / Trajna poveznica: <https://urn.nsk.hr/urn:nbn:hr:277:346393>

Rights / Prava: [In copyright](#)/[Zaštićeno autorskim pravom.](#)

Download date / Datum preuzimanja: **2025-01-15**



Repository / Repozitorij:

[FTRR Repository - Repository of Faculty Tourism and Rural Development Požega](#)



THE IMPACT OF THE CONTRACT TYPE ON JOB INVOLVEMENT IN THE HOTEL INDUSTRY: THE CASE OF CROATIA

Pupavac J., Marinac A., Krpan Lj., Pupavac D.*

Abstract: The main aim of this paper is to determine the level of job involvement in the Croatian hotel industry and investigate the interrelationship between the different types of contracts and job involvement. This research aims to determine the size and extent of job involvement between the employees with a standard (full-time) and the employees with a non-standard employment contract. Research results are based on confirmatory factor analysis methods, descriptive statistics (mean, standard deviation, frequency) and t-tests. The survey was conducted among the employees (n=228) in the hotel industry along the Adriatic coast during the summer season of 2022. The research result indicated that the type of contract significantly affects job involvement.

Key words: hotel industry, job involvement, type of contract, employees

DOI: 10.17512/pjms.2023.27.2.17

Article history:

Received April 23, 2023; Revised May 20, 2023; Accepted May 29, 2023

Introduction

The hotel industry represents an important economic activity in most European countries. That is a labor-intensive activity with high income that supports economic growth. It is especially reflected in countries like Croatia, Montenegro, and Greece, where tourism contributed more than 20 % of the GDP. In 2019, tourism contributed a significant part of the GDP in Cyprus, Spain, Malta, and Portugal, varying from 13.7 % to 17.1 %. According to the World Bank Group (2017), the hotel industry has a significant multiplier effect when compared with other industries (USD3.20), and it is higher than the industry average (USD2.70). Increased labor productivity in the hotel business is critical for increasing economic growth and creating new jobs in nations that are heavily reliant on tourism. In order to achieve this, it is necessary

* **Justin Pupavac** PhD Candidate, University of Rijeka, Faculty of Tourism and Hospitality Management; ✉ email: pupavacjustin@gmail.com, ORCID: 0009-0002-8929-4705

Antun Marinac, Prof., Faculty of Tourism and Rural Development Pozega; ✉ email: amarinac@vup.hr ORCID: 0000-0001-7798-6128

Ljudevit Krpan, Prof. University of North; ✉ email: ljudevit.krpan@unin.hr ORCID: 0000-0002-4355-7912

Drago Pupavac, Prof. Polytechnic of Rijeka; ✉ email: corresponding author: drago.pupavac@veleri.hr ORCID: /0000-0002-2201-0598

to raise job involvement to the highest possible level. A higher level of job involvement influences labor productivity and income (Luthans and Jensen, 2002). Job involvement also affects the following business outcomes (Sorenson, 2013): 1) absenteeism, 2) turnover, 3) safety incidents, 4) quality, 5) customer metrics and 6) profitability.

According to Bates (2004), half of all American employees are not fully involved in their jobs. McShane and Von Glinov (2010) came to a similar conclusion. According to their research, less than 60% of employees are partly involved in their job, and every fifth employee shows very low involvement in their job. In more recent research, Steve Crabtree (2013) concluded that only 13 % of worldwide employees are involved in their jobs. Crabtree also found that 63 % of employees in Central and Eastern European countries are not preoccupied with work, while as many as 26 % are “actively disengaged”, indicating they are unhappy and unproductive at work.

That imposed the research question about the size and extent of job involvement in the hotel industry depending on the type of employment contract. Accordingly, this paper aims to determine the level of job involvement in the Croatian hotel industry and investigate the interrelationship between the different types of contracts and job involvement. The importance of this work stems from the lack of theoretical and empirical evidence on the influence of the type of employment contract on job involvement in the hotel industry. This paper also analyzes the differences in job involvement depending on demographic characteristics, including gender and domicile/residence of employees in the hotel industry.

In this paper, the authors try to find answers to the following scientific questions:

- 1) What is the average level of job involvement in the Croatian hotel industry?
- 2) Is there a connection between the type of employment contract and job involvement?
- 3) Is there a relationship between gender and the level of job involvement?
- 4) Is there a connection between the domicile/residence of employees and job involvement?

Achieving the aim and purpose of the research and finding answers to the scientific questions is based on methods of descriptive (arithmetic means, standard deviation, frequency) and inferential statistics (t-test).

Literature Review

One of the most studied constructs in organizational psychology is job involvement. Job involvement (Salessi and Omar, 2019) is important for organizations (to have employees who are more emotionally committed, dedicated, preserving, motivated, proactive and willing to make extraordinary efforts) and for the workers (higher job satisfaction, life satisfaction, better balance between work and family life). The degree to which an individual identifies with their job is referred to as job involvement (Lodahl and Kejner, 1965). This construct is defined by Lawler and Hall (1970) as the degree to which one actively participates in one's job and the importance of one's job to one's self-image. Fletcher (1998) defined job involvement

as a belief that describes an employee's relationship with his or her current job. According to Sethi and Mittal (2016), job involvement shows the degree to which an individual is personally involved with his job and is a significant job-related behaviour. Employees showing a high level of involvement in their job are motivated (Sharma, 2012), and their job performance is important to their self-esteem (Pathak, 1983). Job involvement is a fundamental factor for personal development, satisfaction, motivation, and goal-oriented behaviour. Employees show a high level of involvement in their job and think less about leaving the organization they are working for (Uygur and Kilic, 2009). For an individual not involved in their job, that is not a significant part of his life, interests and image of himself. His identity does not depend on what he does and how he works successfully at his job (Hogan, Lambert and Griffin, 2013). Employees with lower levels of job involvement are keen on counterproductive behaviour (Welbourne and Sariol, 2017). Abdallah, Phan and Matsui (2016) say that employees with lower levels of job involvement will be less creative and innovative. According to Jansen (2010), worker's innovative behaviour interacts with his or her job involvement. Mgedezi, Toga and Mjoli (2014) point out that job involvement contributes to harmonising individual and organizational goals. Danish et al. (2015) detected a positive correlation between organizational performance and job involvement. Kiyani et al. (2011) indicated a significant positive relationship between job involvement and career salience. Characteristics such as stimulation, independence, responsibility, diverse skills and good feedback are also positively correlated with job involvement (Muchinski, 2000). A high level of job involvement can enhance organizational effectiveness (Nwibere, 2014). Bahjat et al. (2017), in their research, conclude that employees with high levels of job involvement have higher levels of social recognition, self-esteem, freedom and empowerment. A high level of job involvement encourages employees to make independent decisions which is the base for the creative and efficient execution of tasks at work (Ohly, Sonnentag and Pluntke, 2006). Employees with a high level of involvement show initiative and participate in organizational change (Madsen, Miller and John, 2005). Accordingly, a strong and ongoing interest in researching this construct is based on the assumption that job involvement affects important organizational performance.

Zapiatis et al. (2014) investigated the association between job involvement and job satisfaction in the Cyprus hotel industry. The same research subject, Selvanayagam and Thiagarajan (2019), in the hotel industry in Tamil Nadu and Grobelna (2018), in the Poland hotel industry, investigated the impact of employees' job involvement on their customer orientation. Feng (2018) analyzed the structure of job involvement of hotel staff in China. Kim and Spears (2022) investigate differences in hospitality and tourism undergraduate students' involvement with work between countries with individualist and collectivist cultures (i.e. US and South Korean students). Akin et al. (2020) investigated the relationship between job involvement and turnover intention in the tourism sector in Antalya. Cheng (2011) critical factors of job involvement for employees in Taiwan international hotels. Nguyen et al. (2021)

investigated the role of organizational emotional engagement through relational contracts.

According to the literature review, there is obvious that no researches focus on the interrelations between contract type and job involvement. As the hotel industry is an extremely labor-intensive activity in which non-standard (precarious) forms of employment contracts prevail, this problem becomes especially important.

The research hypothesis has been set:

H1: Employees with standard (full-time) contracts show a higher level of job involvement than employees with non-standard contracts.

The relationship between job involvement and demographic variables is also the subject of this research. Women are more likely than men to choose part-time jobs work (Matuszewska-Janica and Witkowska 2021). EU hotel industry includes more female workers (59 %) than male workers (UNWTO, 2019). Women in the hotel industry have an average salary of 14.7% less and are less often in managerial positions (Araújo-Vila, Otegui-Carles and Fraiz-Brea, 2021). Past research shows that demographic characteristics have different effects on job involvement. According to Chughtai (2008), there is a link between job involvement and gender and educational level. Dailey and Morgan (1978) found that age significantly predicts job involvement. Govender and Parumasur (2010) discovered a strong but curvilinear link between age and job involvement in a cross-sectional sample of 145 employees. Selvanayagam and Thiagarajan (2019) find that hospitality industry employees significantly differ in their job involvement concerning gender, but they do not differ with regard to age.

The most important problem for managers in the hotel industry is that the hospitality industry is generally seasonal. Human resource managers can take two approaches to seasonality employment, "embrace" or "challenge" seasonality (Jolliffe and Farnsworth, 2003). An approach based on embracing seasonality focused on temporary workers, while a challenging approach focused on full-time core workers. The most appropriate view is to see this problem as a continuum ranging from embracing to challenging seasonality with many possible strategies between these two extremes. Until now, seasonal labor needs were mainly met in the domestic labor market, mostly from the continental parts of the country. Due to the departure of the workforce abroad, this is no longer enough. Accordingly, hotel companies increasingly recruit internationally to solve the problem. Due to a large number of seasonal workers who are only temporarily residing in the place where they work, it seems appropriate to investigate their job involvement in the hotel industry., i.e., to determine the difference in job involvement between employees who work in their place of domicile (local workforce) and employees who work where they reside.

Accordingly, two more hypotheses were formulated:

H2: The gender of employees does affect job involvement in the hotel industry.

H3: Local workforce shows a higher level of job involvement than employees residing in the place where they work.

Conceptual Research Model

Based on the literature and existing scientific knowledge, a conceptual model of this research has been defined (Figure 1).

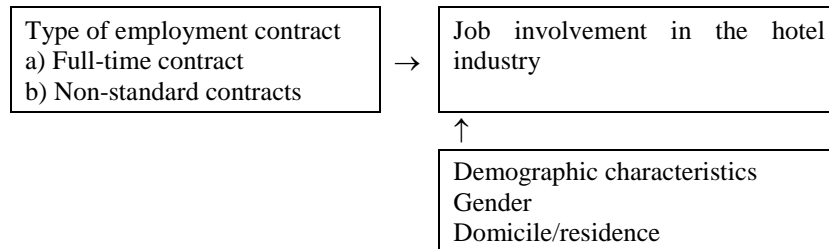


Figure 1: Conceptual research model

It investigates the impact of certain forms of employment contracts on job involvement. Croatia belongs to the group of European countries with a high share of temporary employees (20 %). EU-28 average is at about 14 %. In the theory of labor law and labor legislation, it is an atypical employment contract. Non-standard forms of employment contracts are associated with precariousness and worse working conditions. This suggests that job involvement depends on the type of employment contract. A study of 363 bank employees in Taiwan (Ouyang, 2009) found that job insecurity negatively impacted employees' job involvement. According to Cuyper et al. (2010), contract type (standard and non-standard) is a moderated variable in the relationship between autonomy and job involvement. These findings are stronger for employees with a standard work agreement. Job involvement is vital to any organization. A review of the literature indicates that many job involvement measuring instruments were developed. Lodahl and Kejner (1965) developed a 20-item scale to measure job involvement. Kanungo (1982) proposed a ten-item measure. Both of them have often been criticised. Sharma et al. (2012) used the 5-item questionnaire to measure job involvement among senior managerial personnel working in a Central Public Sector (n=98).

Research Instrument

The data were collected using a questionnaire resulting from an extensive literature study. The questionnaire consisted of two parts. The first part collected information about the demographic characteristics of respondents. The second part consisted of five items relating to job involvement. Closed-ended items, with options from which participants could choose a response, were used in the questionnaire. A Likert scale was applied. Accordingly, five items scale was developed to measure job involvement in the Croatian hotel industry (cf. Table 1).

Table 1. Operationalization of job involvement

Literature	Construct	Question item	The type of ordinal scale
Gutic, D., et al, 2016.	Job involvement	1. Work experience is very important. (Experience) 2. I expect to do well in this job. (Expectations) 3. I feel good about my job. (Feeling) 4. I am interested in my job. (Interest) 5. I would not change my job to any other job. (Change_J)	Likert scale (1-5)

Respondents were able to express their opinion with each of this statement offered, from 1 to 5, where 1 meant “strongly disagree”, 2 “mostly disagree”, 3 “neither agree nor disagree” 4 “mostly agree” and 5 “completely agree”.

The reliability of the measuring instrument was assessed using factor analysis. Table 2 gives the values of the Kaiser-Meyer-Oiklin measure (Tabachnick Fidell, 2013) for each of the five items.

Table 2. Kaiser-Meyer-Oiklin measures for factor analysis of job involvement indicators

Variables	Kaiser-Meyer-Oiklinova measure
Experience	0.502
Expectations	0.773
Feeling	0.887
Interest	0.943
Change_J	0,736

In Table 2, all of the standardized factor loadings are greater than 0.5, which exceeds the minimum value according to Hair et al. (2010).

In the following, the proposed conceptual model is subjected to empirical verification (test) using confirmatory factor analysis. Confirmatory factor analysis confirmed the good fit of the measurement model (Hair et al., 2010).

Table 3. Model fit

Indicator	Value
χ^2 -test	22.3 (df = 5), p < 0,001
CFI	0,957
TLI	0,915
RMSEA	0.123 (0.074-0.177)

The convergent validity of the measurement model is also satisfactory, as confirmed by the value of the composite reliability $CR=0.88$ and the value of the average extracted variance $AVE=0.61$.

Sample

Primary data were collected by surveying employees in the Croatian hotel industry with different employment contracts. The survey was conducted over 3 months, from June 15th until September 15th 2022. The research was carried out in cooperation with the human resources department of different hotel companies in Adriatic Croatia. The survey was anonymous. Convenience sampling was used to collect data. 228 questionnaires were filled correctly. Respondents were divided into two subsamples for analysis purposes. The first subsample consisted of workers who have a standard (full-time) contract ($n=65$), while the second subsample included workers who work in non-standard forms of work ($n=163$). The research set up in this way enabled a comparison between workers working in a standard form of employment and a non-standard form of employment. The sub-sample consisting of workers working in non-standard forms of work mostly included workers working through fixed-term employment contracts (cf. Table 4).

Table 4. The type of the respondents' contract

<i>Type of contract</i>	<i>Count</i>	<i>Cumulative – Count</i>	<i>Percent</i>	<i>Cumulative – Percent</i>
Full-time	65	65	28.51	28.51
Part-time (full-time schedule)	121	186	53.07	81.58
Part-time (less than full-time schedule)	7	193	3.07	84.65
Civil contracts, students	27	220	11.84	96.49
Independent contractors - Cash paid job	6	226	2.63	99.12
Others	2	228	0.88	100.00
Missing	0	228	0.00	100.00

As for the demographic characteristics of the respondents, the sample consisted of 151 (66.23 %) females and 77 (33.77 %) men. The respondents' average age was 31.3 years (standard deviation=11.6). The youngest respondent was 17, and the oldest was 60 years old. In terms of the educational structure, 6.14 % of respondents had an elementary school, 62.72 % secondary school, and higher education had 31.14 %. More than half of all respondents (135 or 59.21%) worked outside their homes. The part of the local workforce is 40.79 %.

Research Results

Research on job involvement is very important because it shows us what employees think about it and, therefore, the productivity of work. Low work productivity is

most often the result of low job involvement. The obtained results of the survey (Table 5) suggest that the employees in the hotel industry show a relatively high level of job involvement with two of the five mentioned elements – average grades higher than 4.

Table 5. Descriptive statistics of job involvement

Items	N	Mean	strongly disagree	mostly disagree	neither agree nor disagree	mostly agree	completely agree	Std.Dev.
Experience	228	4,40	1.75 %	0.88 %	10.09 %	29.82 %	57.46 %	0.84
Expectations	228	4,11	3.07 %	2.19 %	22.81 %	24.12 %	47.81 %	1.03
Feeling	228	3,72	7.46 %	4.39 %	26.75 %	31.58 %	29.82 %	1.16
Interest	228	3,84	6.58 %	5.70 %	21.05 %	30.70 %	35.97 %	1.17
Change_J	228	2,74	24.56 %	18.42 %	29.39 %	14.03 %	13.60 %	1.34

It is evident that the highest average score out of all five statements was achieved by the statement, *Work experience is very important* (M=4.40; SD=0.84), while the following statements, *I feel good on my job* (M=3.72; SD=1.16.) and *I would not change my job to any other job* (M=2.74; SD=1.34), have lowest average rates. The obtained data suggest that managers in the hotel industry should work on improving existing jobs and creating better working conditions. A low average rating on the statement that I would not change my job to any other job indicates that many employees may quit their job if another opportunity arises. Latent fluctuation can result in high costs of finding new employees. This is particularly worrying in the context of the Covid-19 crisis when many jobs in tourism are at stake, and seasonal employment opportunities are kept to a minimum. Countries exceptionally dependent on tourism, like Spain and Croatia, had one of the most significant declines in GDP (UNWTO, 2020).

H1: Employees with standard (full-time) contracts show a higher level of job involvement than employees with non-standard contracts.

A t-test was performed to verify hypothesis H1, which should confirm or reject the hypothesis with 95% reliability. Table 6 displays the results of the t-test.

Table 6. The t-test results for the different types of contract

Items	Standard contract	Non-standard contract	t(df=226)
Experience	M=4.65 SD=0.51	M=4.31 SD=0.92	3.24***
Expectations	M=4.28 SD=0.97	M=4.05 SD=1.04	1.51
Feeling	M=3.65 SD=1.15	M=3.75 SD=1.16	-0.60
Interest	M=4.09 SD=0.91	M=3.74 SD=1.24	2.09**
Change_J	M=2.98 SD=1.32	M=2.64 SD=1.33	1.77*

Note: ***p-value is below 1 %, **p-value is below 5 %, *p value is below 10 %

According to the data in Table 6, employees with a standard type of contract have higher job involvement than employees with a non-standard type of contract. However, there is a statistically significant difference in just two out of five statements, and therefore it cannot be established with 95 % confidence that employees with a standard type of contract, in most cases, show higher job involvement than employees with a non-standard type of contract. Nevertheless, the proposed hypothesis should not be lightly rejected because the last statement is at the very limit of acceptance with a statistical significance level of $p < 0.05$.

H2: The gender of employees affects job involvement in the hotel industry.

The gender differences in job involvement were investigated through t-test. (cf. Table 7).

Table 7. The t-test results for the gender structure

Items	Female	Male	t(df=226)
Experience	M=4.31 SD=0.91	M=4.57 SD=0.63	-2.16**
Expectations	M=4.15 SD=1.05	M=4.02 SD=0.98	0.92
Feeling	M=3.72 SD=1.18	M=3.71 SD=1.11	0.04
Interest	M=3.80 SD=1.23	M=3.89 SD=1.03	-0.53
Change_J	M=2.80 SD=1.40	M=2.61 SD=1.19	1.01

Note: **p-value is below 5 %

It can be concluded that only one of the statements has a statistically significant difference between men and women. Men (M=4.57; SD=0.63), unlike women (M=4.31; SD=0.91), value job experience highly. This result corresponds to the findings of Feng (2018). Accordingly, hypothesis H2 can be rejected.

H3: Local workforce shows a higher level of job involvement than employees residing in the place where they work.

The accelerated growth and development of the hotel industry result in a continuous increase in the number of employees in tourism. The EU hotel industry employs more than 13 million workers. Of the total number of employees in the EU hotel industry, 16 %, or every six, is a foreign citizen. In Cyprus, every fourth, Ireland and Austria every third, and in Luxembourg, as many as 61 % of employees in tourism are foreign citizens. To confirm the statistically significant difference in job involvement between employees who work where they reside and employees who work in the place of domicile t-test has been used (cf. Table 8).

Table 8. T-test results regarding the place of domicile/residence

Items	Work in the place of domicile (local workforce)	Work in the place of residence	t(df=226)
Experience	M=4.53 SD=0.66	M=4.31 SD=0.93	2.01**
Expectations	M=4.20 SD=1.06	M=4.05 SD=1.00	1.09
Feeling	M=3.77 SD=1.23	M=3.68 SD=1.10	0.59
Interest	M=4.02 SD=1.13	M=3.71 SD=1.18	1.98**
Change_J	M=3.05 SD=1.29	M=2.51 SD=1.32	3.02***

Note: ***p-value is below 1 %, **p-value is below 5 %, *p value is below 10 %

T-test confirmed a statistically significant difference between employees who work where they reside and employees who work in the place of domicile in three of the five statements. It can be stated that employees who work in the place of domicile (M = 4.53; SD = 0.66), in contrast to employees who work where they reside (M = 4.31; SD = 0.93), show a higher degree of agreement with the statement that work experience is very important to them. A statistically significant difference between employees who work in the place of domicile in contrast to employees who work where they reside also exists according to the statements, *I am interested in this job*, and *I would not change this job for any other*. Results point out that employees who work in the place of domicile (M = 4.02; SD = 1.13), in contrast to employees who work where they reside (M = 3.71; SD = 1.18), show a higher degree of agreement with the statement that they are interested in the work they are doing. It can also be mentioned that employees who work in the place of domicile (M = 3.05; SD = 1.29), in contrast to employees who work where they reside (M = 2.51; SD = 1.32), show a higher degree of their agreement with the statement that they would not change the work they do. Accordingly, hypothesis H3 is accepted.

Discussion

For the first time, the present research investigates the role that contract type may play in job involvement in the Croatian hotel industry. Research results confirmed the relatively high level of job involvement in the hotel industry ($M = 3.76$; $SD = 1.10$). Two claims achieved below-average marks *I feel good about my job* ($M=3.72$; $SD=1.16$) and *I wouldn't change my job for any other job* ($M=2.98$; $SD=1.30$). The research results show that around 43 % of employees would change jobs if given the opportunity. This points to a large latent employee turnover and the problems it brings with it. Managers in the hotel industry should do everything to make employees feel better at work, which will increase their involvement and help companies in the hotel industry to improve their performance through people. This can be achieved by improving the motivation and reward system, training and developing employees, creating a creative, stimulating, and supportive environment, establishing a balance between private and business life, and harmonizing individual and organizational goals.

Three hypotheses were tested in the paper. The hypothesis that employees with the standard (full-time) type of contract show a higher level of job involvement in most of the elements than employees with a non-standard type of contract can be accepted only with 90 % of reliability. Employees with the standard contract point out that work experience is very important and are more interested in their job. This is one more reason to find some solutions, such as the permanent seasonal measure. This measure helped to raise the job involvement of seasonal workers. The instrument was introduced in 2013.

The hypothesis that there are statistically significant differences in job involvement between men and women was rejected. There is no statistically significant difference between men and women in job involvement. This finding is opposite to the findings of Selvanayagam and Thiagarajan (2019). A statistically significant difference was found between men and women in only one of the five statements. Namely, more men ($M=4.57$; $SD=0.63$) than women ($M=4.31$; $SD=0.91$) point out that work experience is very important to them. This finding is encouraging because women make up the majority of the workforce in the hotel industry and, at the same time, perform jobs that require fewer skills. The high level of their involvement in the work is of utmost importance for the satisfaction of the guests and the success of the hotel industry as a whole.

Based on the research results, the hypothesis that employees who work in their place of domicile show a higher level of job involvement than employees residing in the place where they work was accepted. This is not encouraging information for managers in the hotel industry, which is highly dependent on seasonal workers. Even now, Croatia's hotel industry lacks about 20,000 workers. Managers in the hotel industry should adapt more quickly to changes in the labor market and provide good working conditions and decent wages. It also seems appropriate to point out that there is a statistically significant difference in three out of five elements between employees who work where they reside and employees who work in the place of

domicile. Employees, who work in their place of domicile, point out that they are more interested in the job they do and that work experience is very important to them. They also point out with 99 % of reliability that, they are more willing to stay in their existing job. This finding highlights the importance of the local workforce in developing the hotel industry.

Conclusion

Job involvement is one of the most studied constructs in organizational psychology. Employees' job involvement should be seen as the core of the hotel industry's competitiveness. Research on job involvement in the hotel industry is necessary, especially about the impact of the type of contract on job involvement. The research problem comes from the fact that most of the employees do not show high involvement in their job. Recently, the problem has been further complicated by the impossibility of finding and retaining qualified workers in the hotel industry. One of the main problems in the Croatian hotel industry is finding qualified workers to fill the peak season.

The research results illustrate that contract type strongly affects job involvement. Research results confirmed that employees with a standard type of contract have higher job involvement than employees with a non-standard type of contract. There was no statistically significant difference based on gender. These findings can be beneficial to hotel managers so they, through the improvement of work contracts, can increase the level of job involvement of their employees and thus increase overall business outcomes. Without the active participation of all employees and management support at all levels to provide quality products and services, there is no success in the hotel industry. A pleasant working atmosphere, the possibility of training and progress, and the attitude of the management towards the staff and permanent employment are significant factors that encourage the employee to work, direct him, and determine his intensity and duration.

The obtained results confirm that there is still plenty of room for raising the level of employee job involvement in the Croatian hotel industry. With the aim of raising the level of employees' job involvement, the hotel industry should replace hard with a soft approach to human resources. Successful hotel companies should rely on full-time employees, permanent seasonal workers, and the local workforce in their locations. The study could also investigate the influence of certain types of non-standard forms of employment contracts on job involvement, which is also the main limitation of this paper. In future research, it seems appropriate to focus on the interrelationship between different types of non-standard contracts regarding work and job involvement in the hotel industry.

References

- Abdallah, A. B., Phan, C. P. and Ma tsui, Y., (2016). Investigating the Effects of Managerial and Technological Innovations on Operational Performance and Customer Satisfaction of Manufacturing Companies. *International Journal of Business Innovation and Research*, 10, 153-183.
- Akin, A., Selin, A., Olcay, Y., Fahretin, K. and Aytul, E., (2020). Effect of job involvement, organizational commitment and satisfaction on turnover intention: A research in the city of Antalya. *Turizam*, 24(4), 194-207.
- Araújo-Vila, N., Otegui-Carles, A. and Fraiz-Brea, J. A., (2021). Seeking Gender Equality in the Tourism Sector: A Systematic Bibliometric Review. *Knowledge*, 1, 12–24.
- Bahjat Abdallah, A., Yousef Obeidat, B., Osama Aqqad, N., Khalil Al Janini, M. and Dahiyat, S., (2017). An Integrated Model of Job Involvement, Job Satisfaction and Organizational Commitment: A Structural Analysis in Jordan's Banking Sector. *Communications and Network*, 9, 28-53.
- Bates, S., (2004). Getting engaged, *HR Magazine*, 49(2), 44-51.
- Cheng, C-H., (2011). A study of critical factors of the job involvement for hotel employees— Taking hotels in Taiwan as an example. *International Journal of Hospitality Management*, 30(4), 990-996.
- Crabtree, S., (2013). Worldwide, 13% of Employees Are Engaged at Work. Available at: <https://news.gallup.com/poll/165269/worldwide-employees-engaged-work.aspx>.
- Dailey, R.C., Morgan, C.P., (1978). Personal Characteristics and Job Involvement as Antecedents of Boundary Spanning Behavior: A Path Analysis. *Journal of Management Studies*, 15(3), 330–39.
- Dannish, Q. R., Shadid, U. A., Aslam, N., Afzal, M. and Ali, Y. H., (2015). Relationship Between JOB Performance, JOB Involvement and Career Salience of Employees in Education Sector of Pakistan. *American Educational Research Journal*, 1(2), 19-23.
- De Cuyper, N., Mauno, S., Kinnunen, U., De Witte, H., Makikangas, A. and Natti, J., (2010). Autonomy and Workload in Relation to Temporary and Permanent Workers' Job Involvement. *Journal of Personnel Psychology*, 9(1), 40-49.
- Feng, X., (2018). Analysis of Employee's Job Involvement Difference Based on Individual Character: An Example of Hospitality Industry. *Advances in Social Science, Education and Humanities Research*, 233, 1158-1161.
- Fletcher, D., (1998). *Effects of organizational commitment, job involvement, and organizational culture on the employee voluntary turnover process*. A Dissertation, Faculty of Texas Tech University, available at: <https://ttu-ir.tdl.org/bitstream/handle/2346/18327/31295013301162.pdf?sequence=1>.
- Govender, S., Parumasur, S. B., (2010). The Relationship between Employee Motivation and Job Involvement. *South African Journal of Economic and Management Sciences*, 13(3), 237-53.
- Grobelna, A., (2018). Tourism and job involvement as critical factors of employees' customer orientation and its service outcomes - the evidence from hotel industry in Poland. Economic and Social Development: *Book of Proceedings*, Varazdin.
- Gutic, D., Hak, M. and Kuzmanovic, S., (2016). *Huremetrija*, Studio HS internet d.o.o., Osijek. ISBN: 978-953-7630-80-5.

- Hair, J. F., Black, W. C., Babin, B. J. and Anderson, R. E., (2010). *Multivariate Data Analysis: A Global Perspective*. 7th Edition, Pearson Education Inc., Upper Saddle River, New Jersey.
- Hogan, N., Lambert, E. and Griffin, M., (2013). Loyalty, Love, and Investments: The Impact of Job Outcomes on the Organizational Commitment of Correctional Staff. *Criminal Justice and Behaviour*, 40(4), 355-375.
- Jansen, O., (2010). Innovative behaviour and job involvement at the price of conflict and less satisfactory relations with co-workers. *Journal of Occupational and Organizational Psychology*, The British Psychological Society, 76(3), 347-364.
- Jolliffe, L., Farnsworth, R., (2003). Seasonality in tourism employment: Human resource challenges, *International Journal of Contemporary Hospitality Management*, 15(6), 312-316.
- Kanungo, R. N., (1982). Measurement of Job and Work Involvement. *Journal of Applied Psychology*, 67(3), 341-349.
- Kim, Y. H., Spears, D., (2022). Differing career expectations in the hospitality industry: a cross-cultural study. *International Hospitality Review*, 36(2), 304-321.
- Kiyani, A., Haroon, M., Khattak, M. A., Bukhari, S. J. and Asad, R., (2011). Impact of career salience on university teachers' job involvement: A study on public and private universities in Pakistan. *African Journal of Business Management*, 5(5), 1795-1803,
- Lawler, E. E., Hall, D. T., (1970). Relationship of job characteristics to job involvement, satisfaction, and intrinsic motivation. *Journal of Applied Psychology*, 54(4), 305-312.
- Lodahl, T. M., Kejnar, M., (1965). The definition and measurement of job involvement. *Journal of Applied Psychology*, 49(1), 24-33.
- Luthans, B. C., Jensen, S. M., (2002). Hope: A new positive strength for human resource development. *Human Resource Development Review*, 1(3), 304-322.
- Madsen, S. R., Miller, D. and John, C. R., (2005). Readiness for Organizational Change: Do Organizational Commitment and Social Relationships in the Workplace Make a Difference? *Human Resource Development Quarterly*, 16(2), 213-33.
- Matuszewska-Janica, A., Witkowska, D., (2021). Differences between determinants of men and women monthly wages across fourteen European Union states. *Equilibrium. Quarterly Journal of Economics and Economic Policy*, 16(3), 503-531.
- McShane, S., Von Glinov, M., (2010). *Organizational Behaviour*, 5th edition, Boston, McGraw-Hill/Irwin.
- Mgedezi, S., Toga, R. and Mjoli, T., (2014). Intrinsic Motivation and Job Involvement on Employee Retention: Case Study—A Selection of Eastern Cape Government Departments. *Mediterranean Journal of Social Sciences*, 5(20), 2119-2126.
- Muchinsky, P. M., (2000). *Psychology applied to work: An introduction to industrial and organizational psychology*. 6th ed. Wadsworth/Thomson Learning.
- Nguyen, P. V., Nguyen, L. T., Doan, K. N. V. and Tran, H. Q., (2021). Enhancing emotional engagement through relational contracts, management receptiveness, and employee commitment as a stimulus for job satisfaction and job performance in the public sector. *Equilibrium. Quarterly Journal of Economics and Economic Policy*, 16(1), 203-224.
- Nwibere, B. M., (2014). Interactive Relationship between Job Involvement, Job Satisfaction, Organizational Citizenship Behaviour, and Organizational Commitment in Nigerian Universities. *International Journal of Management and Sustainability*, 3, 321-340.

- Ohly, S., Sonnentag, S. and Pluntke, F., (2006). Routinization, work characteristics and their relationships with creative and proactive behaviors. *Journal of Organizational Behavior*, 27(3), 257–279.
- Ouyang, Y., (2009). The Mediating Effects of Job Stress and Job Involvement Under Job Instability: Banking Service Personnel of Taiwan as an Example. *Journal of Money, Investment and Banking*, 11(1), 16-26.
- Pathak, D. R., (1983). Job involvement and need satisfaction of bank officers in India. *Vikalpa*, 8(4), 297-302.
- Salessi, S., Omar, A., (2019). Job involvement in current research: update and state of the art. *Psychologist Papers*, 40(1), 46-56.
- Selvanayagam, B., Thiagarajan, M., (2019). Job involvement of employees in hospitality industry in relation to their job satisfaction. *Journal of Business Economics*, 1(1), 56-62.
- Sethi, A., Mittal, K., (2016). A study of job involvement among senior secondary school teachers. *International Journal of Applied Research*, 2(2), 205-209.
- Sharma, B. R., Srivastava, V. N., Ningthoujam, S. and Arora, V., (2012). Job Involvement as a Key Component of Work Motivation: Search for Predictors. *The Indian Journal of Industrial Relations*, 48(2), 325-340.
- Sorenson, S., (2013). How Employee Engagement Drives Growth. Available at: <https://news.gallup.com/businessjournal/163130/employee-engagement-drives-growth.aspx>.
- Tabachnick, B. G., and Fidell, L. S., (2013). *Using Multivariate Statistics*. 6th ed. Boston, MA: Pearson.
- United Nations World Tourism Organization (UNWTO)., (2020). World Tourism Barometer and Statistical Annex. *UNWTO World Tourism Barometer*, 18(6), 1-23.
- Uygur, A., Kilic, G., (2009). A Study into Organizational Commitment and Job Involvement: An Application towards the Personnel in the Central Organization for Ministry of Health in Turkey. *Ozean Journal of Applied Sciences*, 2(1), 113-125.
- Welbourne, J., Sariol, A., (2017). When does incivility lead to counterproductive work behavior? Roles of job involvement, task interdependence, and gender. *Journal of Occupational Health Psychology*, 22(2), 194-206.
- World Bank Group (2017). *Tourism for Development: 20 Reasons Sustainable Tourism Counts for Development*. Available at: <http://documents1.worldbank.org/curated/en/558121506324624240/pdf/119954-WP-PUBLIC-SustainableTourismDevelopment.pdf>.
- World Tourism Organization (UNWTO)., (2019). *Global Report on Women in Tourism*. 2nd ed. World Tourism Organization (UNWTO): Madrid, Spain.
- Zopiatis, A., Constanti, P. and Theocharous, A.L., (2014). Job involvement, commitment, satisfaction and turnover: Evidence from hotel employees in Cyprus. *Tourism Management*, 41, 129-140.

WPLYW RODZAJU UMOWY NA ZAANGAŻOWANIE W PRACĘ W BRANŻY HOTELARSKIEJ: PRZYPADEK CHORWACJI

Streszczenie: Głównym celem artykułu jest określenie poziomu zaangażowania zawodowego w chorwackiej branży hotelarskiej oraz zbadanie współzależności między różnymi typami umów a zaangażowaniem zawodowym. Celem badań jest określenie wielkości i stopnia zaangażowania w pracę pomiędzy pracownikami zatrudnionymi na

umowę o pracę standardową (w pełnym wymiarze czasu pracy) a pracownikami na niestandardową umowę o pracę. Wyniki badań opierają się na metodach confirmacyjnej analizy czynnikowej, statystykach opisowych (średnia, odchylenie standardowe, częstość) oraz t-test. Badanie zostało przeprowadzone wśród pracowników (n=228) branży hotelarskiej wzdłuż wybrzeża Adriatyku w sezonie letnim 2022. Wynik badania wykazał, że rodzaj umowy znacząco wpływa na zaangażowanie w pracę.

Słowa kluczowe: branża hotelarska, zaangażowanie w pracę, rodzaj umowy, pracownicy

合同类型对酒店业工作参与的影响：克罗地亚的案例

摘要：本文的主要目的是确定克罗地亚酒店业的工作投入水平，并调查不同类型的合同与工作投入之间的相互关系。本研究的目的是确定标准（全职）员工和非标准雇佣合同员工之间工作参与的规模和程度。研究结果基于验证性因素分析、描述性统计（平均值、标准偏差、频率）和t检验的方法。该调查是在2022年夏季对亚得里亚海沿岸酒店业的员工（n=228）进行的。研究结果表明，合同类型显著影响工作参与度。

关键词：酒店业, 工作投入, 合同类型, 员工