HOW ORGANIZATIONAL CULTURE INFLUENCES SATISFACTION OF EMPLOYEES SHOWN ON THE EXAMPLE OF TOURISM BUSINESSES IN MONTENEGRO

Olivera Simovic, Djurdjica Perovic and Milica Raicevic*

University of Montenegro – Faculty of Tourism and Hotel Management
Kotor, Montenegro

ABSTRACT

Being a complex system of mutual values that makes an organization's identity, organizational culture is what makes an organization different from the competition. Creating an adequate approach for improving competitive advantages and better performance of Montenegro's tourism businesses through improving the business environment as one of the competitiveness factors is the aim of this article. What this research focuses on is to determine and analyse the relationship and influence between the type of organisational culture and employees' satisfaction, through different dimensions of the work they are doing. This work was done in the form of a quantitative exploratory research using questionnaire surveys, precisely the Organizational Culture Assessment Instrument and the Test for measuring employees' satisfaction. The obtained results show us the type of organizational culture that is typical for tourism businesses in Montenegro, as well as the influence it has on the level of employees' satisfaction, through different dimensions. Achieving better results in tourism businesses is easier with a business environment that increases the level of job satisfaction of employees, which contributes to loyalty as well.

KEY WORDS

organizational culture, management, employees' satisfaction, tourism businesses

CLASSIFICATION

JEL: L290

*Corresponding author, η: milica.raicevic@unimediteran.net; +382 67 420 700;
Faculty of Tourism and Hotel Management, Josipa Broza bb, ME – 81000 Podgorica, Montenegro

INTRODUCTION

Organizational culture is an organizational factor which has influence on job satisfaction. Organizational culture is an important factor which determines internal environment of the organization in which members of the organization perform their work and achieve wanted results [1]. Job satisfaction and organizational culture are in an interconnection, so many researchers of organizational culture observe it as a factor which affects the degree of job satisfaction [2-8]. Evaluation of different work aspects from the employees is very subjective and individuals show different levels of satisfaction from the same factors. Janićijević, Nikčević and Vasić [9] refer that organizational cultures should be included in organizational factors which effect job satisfaction, because values and norms which are formed in a certain organizational culture become a part of organizational context in which work is being done, given that these values influence the quality of relationships and processes inside the organization. It stems that they influence on a degree that organizational cultures create a favorable or unfavorable business environment. Furthermore, the results of Meng and Berger's study [10] confirm that organizational culture together with the leaders' performances have a strong influence in employees' job satisfaction. In this matter, it is important to point out the results obtained by Bavika [11] who claims that a strong organizational culture can offer sustainable competitive advantages to organizations in the tourism industry. Dawson and Abbott claim that organizational culture in tourism is unique because the product and the service are integrated and create an unique experience for the guest [12]. Consequently, the employees' characteristics are considered crucial while having that experience [13].

Organizational culture is a complex system of common values which the members of an organization lead on their actions and activities [14]. Values like unity, creativity, performances and efficiency seem like the base of an organization's culture, which creates the organization's identity and separates from the competition [15, 16]. Quinn and Cameron, identify 4 types of organizational culture: clan culture, hierarchy culture, market culture, adhocracy culture [17]. Nam and Kim (2016) questioned whether there is a difference in the level of employees' job satisfaction depending on different types of organizational culture. With this study they tried to understand if the type of organizational culture influences employees' job satisfaction. They suggest a practical way of combining organizational cultures in similar industries, and point out that more and more companies are embracing fusion as a management strategy, as a part of creative economy. Still, the use of fusions is not that developed despite the growing interest in that type of management strategy [18, 19]. In her research Rosemary (2019) indicates that a stable and strong organizational culture is central to organizational effectiveness and performance, as well as that leaders are key players when it comes to the establishment of the organizational culture within companies in the tourism industry [20].

Determinating the dominant type of organizational culture in the tourism and hospitality sector in Montenegro, was set as the primary goal of this research, as well as the influence that organisational culture has on the satisfaction of employees in tourism businesses.

For work requirements quantitative exploratory research was conducted, using method of survey. The survey used instruments for determining organization culture, the Organizational Culture Assessment Instrument (OCAI) and a Test for measuring employee satisfaction in different dimensions of work. When it comes to research techniques, we will be using the survey method.

The research was conducted in the period January - May 2019 on the territory of Montenegro. The respondents are employed in Montenegrin tourism companies (hotels, restaurants, travel

agencies) in the northern, central and southern regions, which contributes to the representativeness of the sample itself.

The derived results show the type of organization culture which characterizes touristic enterprises in Montenegro and its influence on the degree of employee satisfaction which work in given business environment, through different dimensions. The data was processed in SPSS, except descriptive statistics, which was used in correlation and Kruskal-Wallis for analysis of connection and differences.

The results of the researches done so far point out that most of the authors agree that what affects job satisfaction is: the job itself [21], wages [22], advancement [23], working condition [24], the work group and relationships within it [25].

In order to be satisfied with their job, it is important for the employees to have competent and reliable colleagues, and be able to communicate properly with them, with no conflicts, resulting in a friendly work atmosphere. This factor appeared in earlier researches on job satisfaction done by Luthans [26].

Since organizational culture creates an environment in which employees work and it represents the way of life and work of the company, following recent research, we have included organizational culture as a factor of importance that influences employee satisfaction [9]. In addition, in the conducted research we have included the process of transition through which tourism business in Montenegro has undergone, while the main contribution is in identifying the dominant type of organizational culture in tourism companies in Montenegro. Reviewing the literature, we have found that so far no diagnosis has been made as of the type of organizational culture in tourism companies in Montenegro and the influence of the dominant type of organizational culture on the satisfaction of employees in the tourism industry.

The article starts from the theoretical framework of organizational culture and employee satisfaction. The second part of the article presents an overview of previous research, points out the importance of organizational culture in tourism companies, the specificity of the tourism economy, as well as the process of transition of the tourism economy in Montenegro. The empirical part of the article describes the sample, the methods used in the research, and the interpretation of the results obtained. Finally, the conclusion is given with practical implications of the results, limitations of the work, and a proposal for future research.

The research question in the article is: What the type of organizational culture is dominant in Montenegrin tourism companies and what is its impact on employee satisfaction?

The article is organised into five sections. After the introduction, a research model is set and research propositions are developed. This is followed by the presentation of methodology used in the research, data analyses and discussion of the main research findings. Finally, research results are analysed from the theoretical and practical standpoint, together with their implications, limitations of the study and future research possibilities.

LITERATURE REVIEW

Individual's job satisfaction itself sublimates cognitive and evaluation components, which stems a complex view of dimensions of the work that the person is doing on a daily basis [26, 27]. The individual's satisfaction with the work they perform, is influenced not only by the specific characteristics of the work they do, but also by the importance that these characteristics have, from the individual's aspect. Llorente and Macias [28] have studied the relation between the characteristics of the job performed and the level of the employees' subjective satisfaction. In other words, they researched whether job satisfaction reflects the jobs' characteristics, which makes it useful as an indicator of job quality. The results of their article revealed that job satisfaction is not a valid measure of job quality [28].

Job satisfaction is the result of individual experience. The meaning of the concept of job satisfaction comes from a positive influence of work satisfaction on the increase in employee productivity [29]. If personal values of the employees are connected to their career, plans for future adaptability to organizations' corporative culture, employees' intention to leave is reduced and at the same time positively influences job satisfaction [30]. Luthans (2005) has defined factors which affect the job satisfaction with aspects of organizational and individual levels. The organizational level factors include: job characteristics, wage system, work conditions, style of managing an organizational structure and colleges. Individual-level factors include the following relationships: balance between personal interest and work; work experience and age; hierarchical positions and collective life satisfaction [26].

Robbins [31] and Hutcheson [32] suggest that, since the dimensions of job satisfaction are components to organizational culture, job satisfaction can be served to evaluate the organizational culture. They describe work satisfaction as a remainder between the outcome that the employee expects from the job and the outcome which they receive in reality.

More recent research indicates that organizational culture is a factor that influences employee satisfaction because the values and norms that are formed in the organizational culture represent the organizational context in which the work is performed [9].

The most representative definition in literature is considered Edgar's Schein according to which organizational culture represents a form of common basic assumptions which a group has learned by solving a problem external adaptation and internal integrations and which function good enough to be considered valid and to be transferred to new members of the organisation as a correct way of perception, thoughts and feelings in relation to those problems [33].

Among the authors studying the organizational culture, there is a consensus regarding the explanation of the process of making the culture, where the cognitive approach, shaped by Schein prevails; in his opinion organizational culture is born in the process of solving problems that members of a group or an organization are dealing with, in a group [34].

Classification of organizational cultures was created as a result of generalization of author's experiences, like in the case of Handy's classification [35], or as a result of empirical research, as in the case of the classification of Quinn and Cameron [36]. The mentioned authors classify organizational culture in 4 main categories. Quinn and Cameron, identify 4 types of organizational culture: clan culture, hierarchy culture, market culture, adhocracy culture. The criteria used for identifying these 4 types of cultures are: flexibility, changes, dynamism in contrast to stability and predictability, internal orientation, integration, harmony in contrast to external orientation, differentiation and competition [17]. Clan culture prioritizes flexibility and autonomy in contrast to stability and control. This culture is characterized by an organization that for its members represents a very friendly place. This implies strong relations among members, where friendship, mutual support and team work are highly valued. At the same time, the leader is greatly respected, and his role is double: as a leader and as a mentor.

In hierarchy culture the accent is on internal orientation. This culture is characterized by strictly formal and structured environment, targeted at achieving better efficiency. Hierarchy is a type of organizational structure in which items are ranked according to their level of importance. In an organization, hierarchy depends on structure, rules, control conducted top to bottom in order to run business practices and activities. Complete work in the organization is under strictly formalized rules and procedures aimed at achieving better efficiency. In this culture in order to achieve productivity and success, it is necessary to control all the processes and carry out constant monitoring.

Adhocracy culture is a flexible, adjustable, and an informal type of organization, characterized by entrepreneurial spirit and innovativeness in solving problems.

Market culture is characterized by external orientation combined with stability and control. With market culture the organization's main orientation is on achieving a better result. There is, however, an important difference in contrast to hierarchy culture; while in organizations with hierarchy culture stability and control are realized through set of rules, standard procedures and centralized decisions, market oriented organizations are much more flexible since they have to adapt to the existing conditions in the market [37].

Cultural factors are significant predictors of overall perceptions towards quality exhibited by managers. Managers from cultures with high levels of individualism and hierarchy tend to perceive quality processes differently than do their counterparts in other culture [38].

With the exception of a handful of articles [12, 13, 39] dealing with a similar topic, the importance of industry in defining and differentiating organizational culture is undoubtedly an under-researched phenomenon. This is especially true of the hospitality industry where little attention is paid to organizational culture. This is surprising because human resources are an inherent and integral feature of the hospitality industry [40]. In other words, the host-guest connection is more frequent than in other industries.

Current tourism literature has also paid little attention to the macro-level and micro-level determinants of corporate hotel performance in developing and less-developed countries. Most previous studies are based primarily on developed economies. This, therefore, increases our concern about the generalizability of the existing findings. With regard to the tourism growth, the existing studies have shown that an expansion of the tourism industry has the tendency to enhance the state of the economy and thereby improve the performance of hotels.

When it comes to Montenegro, there are not many researches done regarding organizational culture in tourism business, which is rather surprising considering the importance tourism has in the country's industry and economy.

When speaking of the structure of the tourism sector in Montenegro that is today, it is a product of a process of transition from the socialist system of self-government into a system of market economy. The biggest change that occurred in that process was in ownership and organizational structure of tourism businesses which were transformed from self-governing working organizations in social ownership into different types of private companies with the participation of domestic and foreign capital.

Even though in the former socialist economy of Montenegro there were examples of successful tourism businesses (the town-hotel of Saint Stefan, Ada Bojana, hotel complex in Becici), too much interference of the state and politics in the country's economy, bureaucratization, political party dependent advancement, insufficient knowledge and appreciation of the laws of the market, have led to it that the socialist self-governance turned out to be an unsuccessful experiment [40].

It is clear that in that period organizational culture in tourism businesses was characterized by high levels of democratization, general uncertainty, latent dissatisfaction of employees due to low incomes and the fear of losing their job because of reduced capacity. At the same time, it became clear that the existing organizational structure of tourism businesses and the economy, could not comply with the demands of that time.

The changes in types of ownerships, entrance of famous hotel brands, but also numerous privatizations by subjects of suspicious capital origin and/or without previous experience in the hotel business, opening of new as well as destruction of existing hotels, are only a few indicators characterizing the development of the hotel sector in Montenegro ever since it

regained its full state sovereignty and took over the management of the economy. If you add to it the mismatch in the development of the north and the south of Montenegro, marked by distinctive lag of the hotel sector in the heartland of the country compared to the south part of country, it is hard to give a general image of the current situation in the hotel industry in Montenegro.

It was expected that the Government's policy related to the development of tourism, and especially of the hotel accommodation, will lead to a general growth of the social standard, but it did not happen, not even inside the hotel industry itself, where the net earnings are still quite low and notably under the state average. According to MONSTAT, average gross earnings per employee in the sector of accommodation and food and beverage in the period from 2012 to 2017 was in the range from 570-580 €, which means that an average earning without taxes and contributions was around 385 € [41]. There is no good tourism with poor wages, seasonal employments lasting for two to three months, inadequate accommodation etc. In that way "you can not get anything expect unreliable and low-grade work force, a work force that will get to you and lurk to find a better job (…). We can not expect to have good service with such low motivation. There is this rule among hoteliers that the worse worker is a poor paid worker. There is no good tourism without good wages [40].

The study [42] indicated that Croatian business and economic bachelor graduates have a suitable level of specific competencies. The lack of available vacancies and small wages compared to more developed Western EU countries for bachelors with high levels of employers' satisfaction on specific competencies may encourage emigration. This can lead to a conclusion of existing interdependence between negative demographic trends and the labour market.

It is important to know that when the external context is dramatically changed, it is not possible to create value in the way organisations are used to. For this reason, it is important to identify the critical factors affecting business models in knowledge society and encourage managers to be aware of them while planning for the future of the organization [43].

The world is rapidly changing, and the systemic shifts have the potential to affect the nature of work. To prepare the workforce, it is crucial to develop the skills that will be necessary for the unpredictable landscape of the future [44].

A productive work environment potentiates the building of a specific organizational culture which creates a satisfactory experience with employees at work [45, 46]. Some of the previous studies [27] have shown that employees especially consider the wage, associates, supervision, possibility of a promotion as well as the work itself, in assessing the work itself and satisfaction itself. In a research conducted for needs of this work it is taken into consideration the next dimensions of work: height and regularity of wages, benefits, teamwork, independence during work, job security, possibility of a promotion and professional development, relationships with colleagues and supervisors, challenging work, good physical working conditions, care of employees for employees, as well as how much the work we do is important not only for the company but overall the society.

Tourism represents a motor power for the economic development of Montenegro. Montenegro's industry is mainly focused on tourism sector, which is why our research will focus on analyzing organizational culture in those businesses, and their effect on employees' satisfaction.

METHODOLOGY

RESEARCH INSTRUMENT AND STATISTICAL METHODS

Determinating the dominant type of organizational culture in the tourism and hospitality sector in Montenegro, was set as the primary goal of this research, as well as the influence that organisational culture has on the satisfaction of employees in tourism businesses.

The research question in the article is: What the type of organizational culture is dominant in Montenegrin tourism companies and what is its impact on employee satisfaction?

For work requirements quantitative exploratory research was conducted, using method of survey. The survey used instruments for determining organization culture (OCAI) and a Test for measuring employee satisfaction in different dimensions of work. When it comes to research techniques, we use the survey method, within which a questionnaire is prepared that consists of two parts:

1. Standardized questionnaire developed by Cameron and Quinn (OCAI) a method for assessing organizational culture. It belongs to the typological group of questionnaires, since using it classifies the organizational culture in one of four types: clan culture, hierarchy culture, market culture and adhocracy culture. Questions refer to dominant characteristics of the organization, strategic focus and success criteria [36]. In every question, the respondent should distribute a total number of 100 points on 4 given answers, so that the biggest number of points goes to the answer that best describes his organization. The respondents answer every question twice, once having the real condition of the organization in mind, and the second time taking into consideration the desired state of the organization.

OCAI assesses the following dimensions: the dominant characteristic of the organization; leadership in the organization; people management; unity of the organization; strategic focus and success criterion. For each of these six dimensions, four answers are offered, which best represent the four types of organizational culture. The respondents distributed the points according to their own opinion, then the average is calculated for each answer and each dimension individually. Depending on where the respondents distributed the most points, we can determine what type of organizational culture prevails in the company: clan culture, hierarchy, market or adhocracy.

2. Questionnaire on employees' satisfaction, adjusted based on the questionnaire developed Janićijević, Kovačević and Petrović [47]. The questionnaire refers to different dimensions of job: the amount and regularity of the salary, benefits, team work, independence, safety of hiring, possibility of advancement and vocational training, interpersonal relations with colleagues and superiors, the challenge of the job, good physical conditions, company's concern for the employees, how important is the job that we do for the company and the society itself. Every claim in the second part of the questionnaire is followed by the five levelled Likert's scale, used to express the level of satisfaction, or dissatisfaction (1 meaning not satisfied, and 5 meaning very satisfied) [48]. The survey was conducted in tourism businesses in the southern, central and northern region of Montenegro.

The derived results show the type of organization culture which characterizes touristic enterprises in Montenegro and its influence on the degree of employee satisfaction which work in given business environment, through different dimensions. The data was processed in SPSS, except descriptive statistics, which was used in correlation and Kruskal –Wallis test for analysis of connection and differences. Work ambient which increases employee satisfaction while doing business tasks, contributes loyalty and better business result in touristic enterprises.

THE PROCESS OF DEFINING A RESEARCH SAMPLE

In the current "Rulebook on Types, Minimum Technical Conditions and Categorization of Catering Facilities" available on the Ministry of Sustainable Development and Tourism website, catering establishments are classified according to the type and manner of providing catering services: (1) catering facilities for the provision of accommodation services and the

preparation and serving of food and beverages; (2) catering facilities for the provision of food and beverage preparation and serving services [48].

The Central Registry of Business Entities (CRPS) of Montenegro has in its database a total of 1228 business entities registered under the code 5610 of the tourist industry. Businesses are categorized according to the activity they perform in three main categories: hotel companies (423), restaurant businesses (470), and businesses that operate as travel agencies (335).

In this study, we analyzed a total of 74 tourism companies, of which 26 hotels, 28 restaurants and 20 travel agencies. All three regions of Montenegro are represented in the sample: the coastal, central and northern regions. The sample is designed to cover slightly more than 5 % of the total population, which will ensure the representativeness of the sample. Using proportional allocation methods, the size of the sample stratum will be proportional to the size of the population stratum, thus ensuring generalization of conclusions after the research has been conducted [49].

RESULTS

In this study we analyzed 74 companies and in total 1312 employees, which mean in average 17,73 (min = 1, max = 30) employees from each company.

The descriptive statistics shows that 634 male respondents participated in the study or 48,32 % and 678 female respondents or 51,67 %, so we have a gender balance. The respondents were divided into five age groups: the respondents younger than 25, comprising 249 respondents or 18,97 % of the sample, the respondents aged 26-35 make up 29,03 % of the sample or 381 respondents, the respondents aged 36-45 make up 32,01 % of the sample or 420 respondents, aged 46-55 make up 16,99 % of the respondents or 223 respondents, while the smallest number of the respondents (39 or 2,97 %) are over 65.

Regarding education, the respondents were divided into four categories: lower (primary school); medium (secondary school); higher; high education (faculty, master, doctor degree). The survey presents the highest number of respondents with secondary education and higher education: 45,96 % with high school and 39,02 % of respondents with higher education. Only 1,98 % of the respondents had primary school education, while the rest of the respondents or 13,03 % had a high school diploma or a master's or doctoral level of studies.

For the purposes of the survey, we also took into account the years of work experience of the respondents, and divided them into 6 categories: up to 5 years of work experience are 23,01 % of the respondents, 27,97 % of respondents have 5-10 years of work experience, 33,99 % of respondents have 11-20 years of work experience, 10,97 % of respondents have 21-30 years of work experience, 3,12 % of those with work experience of 30-40 years of service, and among the respondents there were only two respondents with more than 40 years of work experience, or 1,21 %.The level of workplace included managerial and executive, of which 30,33 % were managers and 69,66 % of executives in the sample.

The research question in the article is: What the type of organizational culture is dominant in Montenegrin tourism companies and what is its impact on employee satisfaction?

It can be seen that majority of companies have organization culture of Clan (Table 1), which implies good interpersonal relations, in which friendliness, mutual support and teamwork prevail. At the same time the leader of the organization which has the role of a mentor and leader is respected. Clan culture, by definition, is characterized by tradition, loyalty, team work, personal commitment and close interpersonal relationships. This is what makes this culture the most similar one to the culture of organizations inherited from the period of socialist self-governance, in which workers, even though often only formally, had the right to be involved in decision making when it came to issues of great importance for the business.

Table 1. Characterization of companies regarding organization culture.

Type of organization culture	Diagnosis of organizational culture					
	Dominant organization characteristic	Leadership in organization	Human resource management	Unity of organization	Strategical focus	Criteria for success
Clan	55 (74,32 %)	54 (72,97 %)	65 (87,84 %)	52 (70,27 %)	52 (70,27 %)	51 (68,92 %)
Adherence	8 (10,81 %)	8 (10,81 %)	2 (2,70 %)	10 (13,51 %)	11 (14,86 %)	9 (12,16 %)
Market	7 (9,46 %)	1 (1,35 %)	3 (4,05 %)	3 (4,05 %)	4 (5,40 %)	2 (2,70 %)
Hierarchy	4 (5,40 %)	11 (14,86 %)	4 (5,40 %)	9 (12,16 %)	7 (9,46 %)	12 (16,22 %)

Table 2. Analyses of correlation in the level of satisfaction with different dimensions (part I).

	Absence of conflict in the company	Employee care for employees	A challenging job	Good physical working conditions	Good relations with the immediate manager	Benefits: recovery, transportation, phone	A job important for the company and society
Salary	0,410 (p<0,000)	0,450 (p<0,000)	0,301 (p<0,000)	0,434 (p<0,000)	0,432 (p<0,000)	0,418 (p<0,000)	0,465 (p<0,000)
Teamwork	**0,580 (p<0,000)**	**0,548 (p<0,000)**	0,391 (p<0,000)	**0,535 (p<0,000)**	**0,553 (p<0,000)**	0,305 (p<0,000)	0,435 (p<0,000)
Independence in business	**0,556 (p<0,000)**	**0,530 (p<0,000)**	0,411 (p<0,000)	**0,544 (p<0,000)**	**0,536 (p<0,000)**	0,323 (p<0,000)	0,443 (p<0,000)
Security of employment	0,491 (p<0,000)	**0,547 (p<0,000)**	0,414 (p<0,000)	**0,554 (p<0,000)**	**0,570 (p<0,000)**	0,409 (p<0,000)	0,452 (p<0,000)
Regularity of pay	**0,506 (p<0,000)**	**0,516 (p<0,000)**	0,392 (p<0,000)	**0,564 (p<0,000)**	**0,601 (p<0,000)**	0,361 (p<0,000)	0,451 (p<0,000)
Possibility of professional development	0,479 (p<0,000)	**0,538 (p<0,000)**	0,486 (p<0,000)	**0,580 (p<0,000)**	**0,579 (p<0,000)**	0,480 (p<0,000)	**0,519 (p<0,000)**
Possibility of promotion at work	**0,524 (p<0,000)**	**0,525 (p<0,000)**	0,444 (p<0,000)	**0,560 (p<0,000)**	**0,525 (p<0,000)**	0,447 (p<0,000)	0,499 (p<0,000)
Good relationships with colleagues	**0,722 (p<0,000)**	0,549 (p<0,000)	0,377 (p<0,000)	**0,524 (p<0,000)**	**0,541 (p<0,000)**	0,278 (p<0,000)	0,442 (p<0,000)

The analysis of the results of total employee satisfaction shows overall satisfaction in companies, where majority of employees are satisfied (51 %), while 11 % are very satisfied. It is important to highlight the number of employees who are neither satisfied nor unsatisfied (37 %), which means that almost each third employee belongs to this category.

Furthermore, the Tables 2-4 present correlation coefficient between 15 different dimensions of satisfaction, with bolded values of medium intensity of correlation (range values: 0,5-0,8).

It can be seen (Table 3) that dimensions of Teamwork, Independence in business, Security of employment, Regularity of pay, Possibility of professional development, and Possibility of promotion at work are significantly correlated between each other.

The analysis of the results of total employee satisfaction shows overall satisfaction in companies, where majority of employees are satisfied (51 %), while 11 % are very satisfied. It is important to highlight the number of employees who are neither satisfied nor unsatisfied (37 %), which means that almost each third employee belongs to this category.

Table 3. Analyses of correlation in the level of satisfaction with different dimensions (part II).

	Teamwork	Independence in business	Security of employment	Regularity of pay	Possibility of professional development	Possibility of promotion at work	Good relationships with colleagues
Salary	**0,604 (p<0,000)**	**0,535 (p<0,000)**	**0,501 (p<0,000)**	0,395 (p<0,000)	0,439 (p<0,000)	0,459 (p<0,000)	0,373 (p<0,000)
Teamwork	-	**0,723 (p<0,000)**	**0,606 (p<0,000)**	**0,554 (p<0,000)**	**0,503 (p<0,000)**	**0,525 (p<0,000)**	**0,629 (p<0,000)**
Independence in business	-	-	**0,653 (p<0,000)**	**0,594 (p<0,000)**	**0,501 (p<0,000)**	**0,502 (p<0,000)**	**0,558 (p<0,000)**
Security of employment	-	-	-	**0,692 (p<0,000)**	**0,609 (p<0,000)**	**0,525 (p<0,000)**	0,498 (p<0,000)
Regularity of pay	-	-	-	-	**0,688 (p<0,000)**	**0,532 (p<0,000)**	**0,543 (p<0,000)**
Possibility of professional development	-	-	-	-	-	**0,769 (p<0,000)**	**0,513 (p<0,000)**
Possibility of promotion at work	-	-	-	-	-	-	**0,620 (p<0,000)**

Furthermore, the Tables 2-4 present correlation coefficient between 15 different dimensions of satisfaction, with bolded values of medium intensity of correlation (range values: 0,5-0,8).

It can be seen (Table 3) that dimensions of Teamwork, Independence in business, Security of employment, Regularity of pay, Possibility of professional development, and Possibility of promotion at work are significantly correlated between each other.

The results obtained with the research done in tourism businesses in Montenegro confirm the results of the researches done so far- which point out that most of the authors agree that what affects job satisfaction is: the job itself, wages, surveillance, advancement, working condition, the work group and relationships within it [26, 27].

To many, the job itself is the most important source of job satisfaction. In our research we have discovered that the possibility of professional development and advancement at the work place is of big importance when it comes to defining the level of employees' job satisfaction. This factor is mentioned even in the research done by Alderfer [50] who points out that the possibility of professional development and advancement notably influences the level of job satisfaction. In most of the studies, wages are mentioned as inevitable factors of job satisfaction [26]. In the research that we have done, job satisfaction is on a satisfactory level, 62 % of respondents in total are either satisfied or extremely satisfied. Given the recent research in the tourism industry with low salaries, we expected that the level of employee satisfaction would be lower. Deery and Shaw [51] concluded that the specifics of the tourism industry is in a way characterized by poor wages; which is what researches done by Ratkovic (2018) warn us about, we cannot expect good service in tourism and satisfied employees with low wages and seasonal employment [22].

Also, dimensions (Table 2, Table 4) of Absence of conflict in the company, Employee care for employees, Good physical working conditions, and Good relations with the immediate manager, are significantly correlated with almost each other dimension.

The research has also shown that interpersonal relationships among co-workers are good in tourism businesses in Montenegro, they maintain good communication and a friendly atmosphere at the work place, help each other with tasks, which are all important aspects of job satisfaction. In order to be satisfied with their job, it is important for the employees to have

Table 4. Analyses of correlation in the level of satisfaction with different dimensions (part III).

	Employee care for employees	A challenging job	Good physical working conditions	Good relations with the immediate manager	Benefits: recovery, transportation, phone	A job important for the company and society
Absence of conflict in the company	**0,699 (p<0,000)**	0,419 (p<0,000)	**0,537 (p<0,000)**	**0,541 (p<0,000)**	0,326 (p<0,000)	0,416 (p<0,000)
Employee care for employees	-	**0,562 (p<0,000)**	**0,600 (p<0,000)**	**0,527 (p<0,000)**	0,395 (p<0,000)	0.450 (p<0,000)
A challenging job	-	-	**0,613 (p<0,000)**	0,446 (p<0,000)	0,463 (p<0,000)	0,443 (p<0,000)
Good physical working conditions	-	-	-	**0,666 (p<0,000)**	0,455 (p<0,000)	0,494 (p<0,000)
Good relations with the immediate manager	-	-	-	-	**0,508 (p<0,000)**	**0,552 (p<0,000)**
Benefits: recovery, transportation, phone	-	-	-	-	-	**0,619 (p<0,000)**

competent and reliable colleagues, and be able to communicate properly with them, with no conflicts, resulting in a friendly work atmosphere. This factor appeared in earlier researches on job satisfaction done by Luthans [26].

It is important to the employees that the company that employs them has a wider social impact, and that they are informed with everything regarding the company. Since members of the collectivistic culture show a strong need to identify with the collective or the organization that they belong to, it is completely understandable that the company's reputation and its significance for the society are very important. The more significant and respectable the company is, the more it is easier for the employee to identify with it. Besides that, the more significant and respectable the company is, it is easier to it to protect its employees, which is important in times of economic crisis.

Conditions in which the employees are working hold a strong influence in their satisfaction because good physical working conditions include some aspects which strongly emphasize the safety of employees at the work place. Primarily, it refers to physical, safe working conditions and the absence of overtime.

Kruskal-Wallis test shows statistically significant difference between different groups of Dominant organization characteristic, $\chi^2(3) = 8,38$; $p < 0,005$. The post-hoc test shows significant difference only between groups of Market and Hierarchy in regards to Clan and Adherence from the perspective of the level of satisfaction of employees. In a Market and Hierarchy culture the business result here is practically the only measure of success, and how to achieve it in a sharp competitive battle, in these organizations winning mentality, rationality and work responsibility is appreciated. Clan culture and adhocracy favor flexibility and autonomy as opposed to stability and control. Clan culture is characterized by good interpersonal relationships, and an adhocracy culture by entrepreneurial spirit and innovation.

Also, statistically significant difference is shown between different groups of Leadership in organization, $\chi^2(3) = 9,32$; $p < 0,005$. The post-hoc test shows significant difference of group

Table 5. Analyses of dependencies between different organization structure and overall level of satisfaction in the company.

	Overall job satisfaction (1-4)		Kruskal-Wallis	
	Mean	**St.Dev.**	**χ^2**	**_p_-value**
Clan	2,69	0,27		
Adherence	2,38	0,71	8,38	$p < 0,005$
Market	3,13	0,76		
Hierarchy	3,00	1,00		
Leadership in organization				
Clan	2,72	0,27		
Adherence	2,13	0,71	9,32	$p < 0,005$
Market	3,00	2,00		
Hierarchy	3,09	0,60		
Human resource management				
Clan	2,69	0,25		
Adherence	2,00	1,41	10,57	$p < 0,001$
Market	3,00	1,15		
Hierarchy	3,25	1,00		
Unity of organization				
Clan	2,75	0,28		
Adherence	2,40	0,63	3,71	$p = 0,186$
Market	3,00	1,15		
Hierarchy	2,78	0,67		
Strategical focus				
Clan	2,77	0,28		
Adherence	2,36	0,60	3,04	$p = 0,096$
Market	3,00	1,00		
Hierarchy	2,71	0,76		
Criteria for success				
Clan	2,73	0,28		
Adherence	2,67	0,67	2,18	$p = 0,271$
Market	3,00	1,41		
Hierarchy	2,67	0,58		

Adherence compared to groups Hierarchy and Market, from the perspective of the level of satisfaction of employees. In a culture of market and hierarchy, it is expected that the manager makes available all the information needed to complete the tasks and ensure a clear organization of work. His/Her management style is autocratic, that is, focused on the tasks and goals of the organization, in order to achieve the best possible business results. All decisions in the organization are made by the leader [52]. Based on the results, we can state that it is important for employees that their superiors are competent and hold good organizational skills. Few earlier researchers have shown that there is a link between employee participation in decision making and the level of job satisfaction [53]. Unlike the culture of the market and the hierarchy, the culture of adhocracy is characterized by an entrepreneurial spirit and innovation that fits with a charismatic leadership style, which uses an unconventional way to solve problems in an organization, such as introducing new technological solutions and organizing a business. With completely different innovative solutions, the leader indicates his own competence and the correctness of his innovative vision, which is compatible with the organizational culture of the hierarchy characterized by innovation [25].

The results also show a statistically significant difference in Human resource management $\chi^2(3) = 10,57$; $p < 0,001$. The post-hoc test shows a significant difference in the Adherence group compared to the Hierarchy and Market groups relative to the level of employee satisfaction. This too is supported by theoretical work that market culture and hierarchies are characterized by stability and control in these cultures. In order to achieve productivity and success, it is necessary to control all processes and to constantly monitor them. On the other hand, the culture of democracy is a flexible, adaptable and informal type of organization, characterized by an entrepreneurial spirit and innovation in problem solving [37].

The results of the study show that there is no statistically significant difference between the different Unity of organization groups $\chi^2(3) = 3,71$; $p = 0,186$., strategic focus $\chi^2(3) = 3,04$; $p = 0,096$, and Criteria for success $\chi^2(3) = 2,18$; $p = 0,271$. We interpret this as an interesting result and assume that there is no statistically significant difference due to the specificity of the tourism industry, whose strategic focus, unity of organization and success criteria are geared towards guests, regardless of what type of organizational culture prevails in the organization. This industry is characterized by the inherent nature of products and services and it must be a priority no matter what type of organizational culture prevails in a tourism company, which is in line with Ratkovic's 2009 research. [40] Tourism industry employees are familiar with this, and in accordance with the specificity of this industry, they perform their work in the service industry.

Based on the results of the research on the individual dimensions of organizational culture, the answer to the research question "What is the impact of organizational culture on employee satisfaction?" is given. Results of the research point to notable differences in levels of job satisfaction related to different types of organizational culture in tourism businesses in Montenegro, giving us proof that organizational culture does in fact affect job satisfaction, which is in accordance with researches done by Janicijevic, Nikcevic and Vasic [9]. It is safe to say that different types of organizational culture were linked to different levels of employees' job satisfaction, due to the content, values and norms that characterize different types of organizational cultures.

This can be, at least partially, explained by our national culture [54], in which strong leadership that offers protection, help and care is the preferred one to be included in decision making. Besides that, we cannot neglect the inherited socialist regime of management, as well as the transition process that tourism business in Montenegro went through.

CONCLUSION

The starting point for empirical research of this work is the assumption that the organizational culture is an organizational factor which affects the level of employee satisfaction in tourism companies in Montenegro. Organizational culture is a factor of great importance since it determines the inner environment of the organization in which members of the organization do their job and receive desired results. Employee satisfaction in a way depends on the organizational culture which is dominant in the company, so different types of organizational culture affect the level of employees' satisfaction with the job they do.

The research question in the article is: What the type of organizational culture is dominant in Montenegrin tourism companies and what is its impact on employee satisfaction?

We can conclude that most of the tourism companies in Montenegro fall under the clan culture category, which implies good interpersonal relations, in which friendship, mutual support and team work are prevalent. Based on the conducted research, total satisfaction of employees is 51 %, while 11 % of them are very satisfied. It is important to point out the 37 % of unsatisfied employees, which means that almost every third employee falls under this category.

The results obtained with the research done in tourism businesses in Montenegro confirm the results of the researches done so far- which point out that most of the authors agree that what affects job satisfaction is: the job itself, wages, surveillance, advancement, working condition, the work group and relationships within it [26, 27].

Compared to previous studies, this research confirms that organizational culture is a factor that influences the level of employee satisfaction, which is in line with research [9]. In contrast to previous studies, we found that certain criteria within different organizational culture groups do not have a statistically significant difference in the level of employee satisfaction. We assume that this is a specificity of the tourism industry, since it is a service activity characterized by the inherent nature of the product and service. The connection between employees and guests is much more frequent than in other industries and the different type of organizational culture in that part does not affect the level of employee satisfaction.

This research's results have significant theoretical and practical implications. The key theoretical contribution of this study is the finding that organizational culture is the main factor affecting employees' job satisfaction. Among other factors that were identified in the literature, such as wages, working conditions, management style, organizational culture as well plays an important role in defining the levels of employees' job satisfaction with the work that they are doing. Next theoretical contribution can be seen in identifying the dominant type of organizational culture in tourism businesses in Montenegro.

Practical contribution of this research would be in creating knowledge that managers can implement through their work in tourism businesses in Montenegro, in order to create a culture that secures increase in levels of employees' job satisfaction. Also, the results of the research can be of great help to human resources managers in starting appropriate actions in with the goal of raising awareness and changing organizational culture in their own companies, so that they would be able to create an organizational culture that is in accordance with the employees' needs and preferences, which reflects directly onto their productivity and dedication to the job.

The research presented in this article had a certain methodological limit, coming from the article's nature and its goal. Characteristics of the tourism sector of the organization used for this research, as well as the national culture of Montenegrin tourism businesses inherited from the socialist period of self-governance , limits the generalization of the research results.

Also, for future work it would be possible to extend the presented research to identification of instruments that can be used to increase the level of satisfaction, as well as eventual models and cluster of employees.

REFERENCES

[1] Schein, E.H.: *Organizational culture and Leadership.*
Jossey-Bass, San Francisco, 2004,

[2] MacIntosh, E.W. and Doherty, A.: *The Influence of Organizational Culture on Job Satisfaction and Intentionto Leave.*
Sport Management Review **13**(2), 106-117, 2010,
http://dx.doi.org/10.1088/1126-6708/2009/04/006,

[3] Silverthorne, C.: *The Impact of Organizational Culture and Person–Organization Fit on Organizational Commitment and Job Satisfaction in Taiwan.*
Leadership & Organization Development Journal **25**(7), 592-599, 2004,
http://dx.doi.org/10.1108/01437730410561477,

[4] Lund, D.: *Organizational Culture and Job Satisfaction.*
Journal of Business and Industrial Marketing **18**(3), 219-236, 2003,
http://dx.doi.org/10.1108/0885862031047313,

[5] Lok, P. and Crawford, J.: *The Relationship Between Commitment and Organizational Culture, Subculture, Leadership Style and Job Satisfaction in Organizational Change and Development.*
Leadership & Organizational Development **20**(7), 365-374, 1999,
http://dx.doi.org/10.1108/01437739910302524,

[6] Johnson, J.J. and McIntyre, C.L.: *Organizational Culture and Climate Correlates of Job Satisfaction.*
Psychological Reports **82**(3), 843-850, 1998,
http://dx.doi.org/10.2466/pr0.1998.82.3.843,

[7] Nystrom, P.C.: *Organizational Cultures, Strategies and Commitments in Healthcare Organizations.*
Health Care Management Review **18**(1), 43-59, 1993,
http://dx.doi.org/10.1097/00004010-199324000-00005,

[8] Odom, R.Y.; Box, W.R. and Dun, M.G.: *Organizational Cultures, Commitment, Satisfaction and Cohesion.*
Public Productivity and Management Review **14**(2), 157-169, 1990,
http://dx.doi.org/10.2307/3380963,

[9] Janićijević, N.; Nikčević, G. and Vasić, V.: *The influence of organizational culture on job satisfaction.*
Economic Annals **63**(219), 83-114, 2018,
http://dx.doi.org/10.2298/EKA1819083J,

[10] Meng, J. and Berger, B.K.: *The impact of organizational culture and leadership performance on PR professionals job satisfaction: Testing the joint mediating effects of engagement and trust.*
Public Relations Review **45**(1), 64-75, 2019,

[11] Bavik, A.: *Developing a new hospitality industry organizational culture scale.*
International Journal of Hospitality Management **58**(2016), 44-55, 2016,
http://dx.doi.org/10.1016/j.ijhm.2016.07.005,

[12] Dawson, M.; Abbott, J. and Shoemaker,S.: *The Hospitality Culture Scale: A measure organizational culture and personal attributes.*
International Journal of Hospitality Management **30**(2011), 290-300, 2011,
http://dx.doi.org/10.1016/j.ijhm.2010.10.002,

[13] Mrđa, I. and Šuligoj, M.: *The culture of tourism in Slovenski Portorož: A comparative analysis.* In Croatian.
Ekonomska misao i praksa **1**, 105-124, 2016,

[14] O'Reilly C.A.; Chatman, J.A. and Caldwell, D.F.: *People and Organizational culture: a profile comparison approach to assessing person-organization fit.*
Academy of Management Journal **34**(3), 487-516, 1991,
http://dx.doi.org/10.2307/256404,

[15] Denison, D.R.: *Bringing Corporate Culture to the Bottom Line.*
Organizational Dynamics **13**(2), 5-22, 1984,
http://dx.doi.org/10.1016/0090-2616(84)90015-9,

[16] Sorensen, J.B. and Sorensen, J.B.: *The Strength of Corporate Culture and the Reliability of Firm Performance.*
Administrative Science Quarterly **47**(1), 70-91, 2002,
http://dx.doi.org/10.2307/3094891,

[17] Janićijević, N.: *Organizational culture and management.* In Croatian.
Ekonomski fakultet Univerziteta u Beogradu, Beograd, 2013,

[18] Nam, Y. and Kim, H.: *A Study on the Effect of Industry Organizational Culture on Job Attitude of Organizational Employees - Comparison Between the Semiconductor and the Automobile Industries.*
Procedia Computer Science **91**, 581-590, 2016,
http://dx.doi.org/10.1016/j.procs.2016.07.149,

[19] Nam, Y. and Kim, H.: *Influences of Organizational Culture Characteristics On Job Attitudes of Organizational Members in Semiconductor Industry.*
Procedia Computer Science **91**, 1106-1115, 2016,
http://dx.doi.org/10.1016/j.procs.2016.07.162,

[20] Rosemary, V.: *Key variations in organizational culture and leadership influence: A comparision between three children s mental health and child welfare agencies.*
Journal Pre-proofs **108**, 1-34, 2020,

[21] Dessler, G.: *Fundamentals of human resource management.* In croatian.
Data Status, Beograd, 2007,

[22] Ratković, R.: *People demotivated to work in tourism.* In Serbian.
Dnevne novine Dan, Podgorica, 2018,

[23] Mašić, B.: *Management.* In Serbian.
Univerzitet Singidunum, Beograd, 2009,

[24] Veselnović, P.: *Economy.* In Serbian.
Univerzitet Singidunum, Beograd, 2011,

[25] Čerović, S.: *Human resource management in the hotel industry.* In Serbian.
Univerzitet Singidunum, Beograd, 2019,

[26] Luthans, F.: *Organizational Behaviour.*
McGraw Hill Irwin, New York, 2005,

[27] Kinicki, A.J.; Schriesheim, C.A.; McKee-Ryan, F.M. and Carson, K.P.: *Assessing Construct Validity of The Job Descriptive Index: Review and Meta Analysis.*
Journal of Applied Psychology **87**(1), 14-32, 2002,
http://dx.doi.org/10.1037/0021-9010.87.1.14,

[28] Llorente, R.M. and Macias, E.F.: *Job satisfaction as an indicator of the quality of work.*
The Journal of Socio-Economics **34**(5), 656-673, 2015,
http://dx.doi.org/10.1016/S2212-5671(15)01682-2,

[29] Judge, T.A.; Thorensen, C.J., Bono, J.E. and Patton, G.K.: *The Job Satisfaction–Job Performance Relationship: A Qualitative and Quantitative Review.*
Psychological Bulletin **127**(3), 376-407, 2001,
http://dx.doi.org/10.1037/0033-2909.127.3.376,

[30] Wnuk, M.: *Organizational Conditioning of Job Satisfaction. A Model of Job Satisfaction.*
Contemporary Economics **11**(1), 31-44, 2017,
http://dx.doi.org/10.5709/ce.1897-9254.227,

[31] Robbins, S.P.: *Organizational behaviour, concepts, controversies and applications.*
Englewood Cliffs, New Jersey, 1993,

[32] Hutcheson, S.: *The development of a measure of organizational climate.*
University of Witwatersrand, Johannesburg, 1996,

[33] Schein, E.: *Organizational Culture and Leadership.*
Jossey Bass, San Francisco, 2004,

[34] Shein, E.H.: *Organizational culture and leadership.*
Jossey Bass, San Francisco, 1985,

[35] Handy, C.: *Gods of Management.*
Pan, London, 1979,

[36] Cameron, K.S. and Quinn, R.E.: *Diagnosing and Changing Organizational Culture.*
Addison-Wesley, New York, 1999,

[37] De Witte, K. and van Muijen, J.J.: *Organizational Culture.*
European Journal of Work and Organiyational Psichology **8**(4), 497-502, 1999,
http://dx.doi.org/10.1080/135943299398122,

[38] Yavas, B.F. and Konyar, K.: *Cultural and economic determinants of managerial perceptions of quality.*
Journal of Asia-Pacific Business **4**(4), 3-23, 2003,
http://dx.doi.org/10.1300/J098v04n04_02,

[39] Tapeci, M. and Barlett, A.L.B.: *The hospitality industry culture profile: a measure of individual values, organizational culture, and person–organization fit as predictors of job satisfaction and behavioral intentions.*
Hospitality Management **21**(2), 151-170, 2002,
http://dx.doi.org/10.1016/S0278-4319(01)00035-4,

[40] Ratković, R.: T*he development of the hotel industry in Montenegro: Genesis, state and prospects.* In Serbian.
Grafokarton, Prijepolje, 2009,

[41] –: Centralni turistički registar.
http://www.ctr.mrt.gov.me/Portal/faces/master.jspx?_afrLoop=435013916587400&_afrWindowMode=0&_adf.ctrl-state=1b6td1mqf4_59,

[42] Štambuk, A.; Karanović, G. and Host, A.: *Employers' Perceptions of Business and Economics Graduates' Competencies in Croatia.*
Business Systems Research **10**(2), 108-123, 2019,
http://dx.doi.org/10.2478/bsrj-2019-021,

[43] Jerman, A.; Erenda, I. and Bertoncelj, A.: *The Influence of Critical Factors on Business Model at a Smart Factory: A Case Study.*
Business Systems Research **10**(1), 42-52, 2019,
http://dx.doi.org/10.2478/bsrj-2019-0004,

[44] Vista, A.: *Data-Driven Identification of Skills for the Future: 21st-Century Skills for the 21st-Century Workforce.*
Sage Journal **10**(2), 2020,
http://dx.doi.org/10.1177/2158244020915904,

[45] Hellriegel, D. and Slocum, J.W.: *Organizational climate: Measures, research and contingencies.*
Academy of Management Journal **17**(2), 255-280, 1974,
http://dx.doi.org/10.5465/254979,

[46] Schneider, B. and Snyder, R.A.: *Some relationships between job satisfaction and organization climate.*
Journal of Applied Psychology **60**(3), 318-328, 1975,
http://dx.doi.org/10.1037/h0076756,

[47] Janićijević, N.; Kovačević, P. and Petrović, I.: *Identifying Organizational Factors of Job Satisfaction.*
Economic Annals **60**(205), 73-104, 2015,
http://dx.doi.org/10.2298/EKA1505073J,

[48] Ministarstvo održivog razvoja i turizma Crne Gore: *Pravilnik o vrstama, minimalno-tehničkim uslovima i kategorizaciji ugostiteljskih objekata.* 2018.
http://www.mrt.gov.me/ResourceManager/FileDownload.aspx?rId=264928&rType=2,

[49] Bontis, N.: *Intellectual capital: an exploratory study that develops measures and models.*
Management Decision **36**(2), 63-76, 2000,
http://dx.doi.org/10.1108/00251749810204142,

[50] Alderfer, C.P.: *An Empirical Test of a New Theory of Human Needs.*
Organizational Behaviour and Human Performance **4**(2), 142-175, 1969,
http://dx.doi.org/10.1016/0030-5073(69)90004-X,

[51] Deery, M.A. and Robin, N.S.: *An investigation of the relationship between employee turnover and organizaitonal culture.*
Journal of hospitality & tourism research **23**(4), 387-400, 1999,
http://dx.doi.org/10.1177/109634809902300404,

[52] Northouse, G.P.: *Lidership: Theory and Practice.*
Sage Publications, Beograd, 2008,

[53] Miller, K.I. and Monge, P.R.: *Participation, Satisfaction and Productivity: A Meta Analysis Review.*
Academy of Management Journal **29**(4), 727-753, 1986,
http://dx.doi.org/10.2307/255942,

[54] Hofstede, G.: *Culture's Consequences: Comparing Values, Behaviours, Institutions and Organizations Across Nations.*
Sage Publications, California, 2011.