

## **ORGANIZATIONAL BEHAVIOR IN A MACEDONIAN HOTEL BUSINESS**

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### **Abstract**

This paper, beside its extensive coverage of the theory of organizational behavior, focuses on conducting an empirical research to determine the differences in perceptions of the employees employed in the hotel industry in Macedonia. By using a sample of 96 individuals aged from 20 to 65 years (56% employees, 44% managers and 35% females and 65% males), gender and work position have been confirmed as relevant variables that contribute to the organizational behavior in the hotel business in Macedonia.

The study determinate the need of taking care for human resources and should give further directions to the managers from the hotel industry in Macedonia to lead their highly worth employees by using a human approaches and by giving a constant support for growth and development of each individual.

**Key Words:** *organizational behaviour, hotel business, tourism*

**JEL Classification:** D23; O15; L83

## **1. INTRODUCTION**

Hotel services as part of the tourism product, depends most from human labor, which implies that man and his behavior in an organization is the flagship of all changes. Because services are performances, they cannot be seen, felt, tasted or touched at the same manner as person can sense tangible goods. No two services preciously alike, not two customers are alike. Each will have unique demands or experience the service in a unique way. Services cannot be saved, stored, re-sold or re-turned; they are intangible but can create emotions. The way they are

presented is the crucial key factor for how they will be accepted by the customers (Zeithaml, Berry and Parasuraman, 1993). Because the majority of employees in the hospitality industry are in direct contact with the clients, they are part of services in hotels and the quality of their work depends on the realization of socio-economic objectives. On the other hand, employees represent a set of different individuals which differently behave in the process of satisfying customer needs.

When it comes to service firms, we must agree that organizational behavior is very important since the services being consumed are continued or periodical and the organizational behavior improve consumer trust on intangible consumption (Krishnan and Hartline, 2011). Therefore, service firms must build brand loyalty (Harris and Goode, 2004). Moreover, since the services are intangible there is higher risk for service consumers; yet stronger brands will reduce these risks and increase trust. Enterprises that offer services, including hotels, should provide what requires service users, which in modern conditions require more and more. The key to success for managers of the hotels is that their employees should stay closer to the service user. The importance of customer service has become so great that in practice the word "guest" is replaced with "recipient." Hotel organizations are trying to offer something special to their customers, to differentiate themselves from the competition. Many studies propose that service quality is a precursor of customer satisfaction (Anderson and Sullivan, 1993; Ravald and Groenroos, 1996). The other study suggests that customer satisfaction leads to perceived service quality (Bolton and Drew, 1991).

According to Zeithaml, Berry and Parasuraman (1993) customers use prices and the tangibles as a substitute for quality; therefore a customer expects better personal service in a luxurious restaurant or hotel then in a basic restaurant or hotel with lower budget. Furthermore, Sharma and Stafford (2000) confirm that a nicer environment of a retail or restaurant can influence the beliefs about the employees that are more credible helpers. During a service, how an employee behaves also gives powerful clues that contribute to customers' perception for a service quality (Berry and Bendapudi, 2003). The service brands that have many employees can be strong as the customer satisfaction level with the people that perform the service since the actual service experiences influences mostly in establishing *brand meaning*.

## **2. ORGANIZATIONAL BEHAVIOR IN A MACEDONIAN HOTEL BUSINESS**

The application of new research findings on human behavior in organizational management will contribute to improving the outcomes of business and managing

with hotels in the Republic of Macedonia. The studying of the impact of individual behavior, groups and organization structure tends to improve the organizational goal and improve organizational efficiency. This is achieved through: motivation, interpersonal communication, creating joint organizational structure, management, power, learning, development, process change, conflict management, designing attractive jobs for each individual, stress management, etc. To updates, develops and be oriented towards the needs of users, hotel must take care of its employees as the most important part of today's economy.

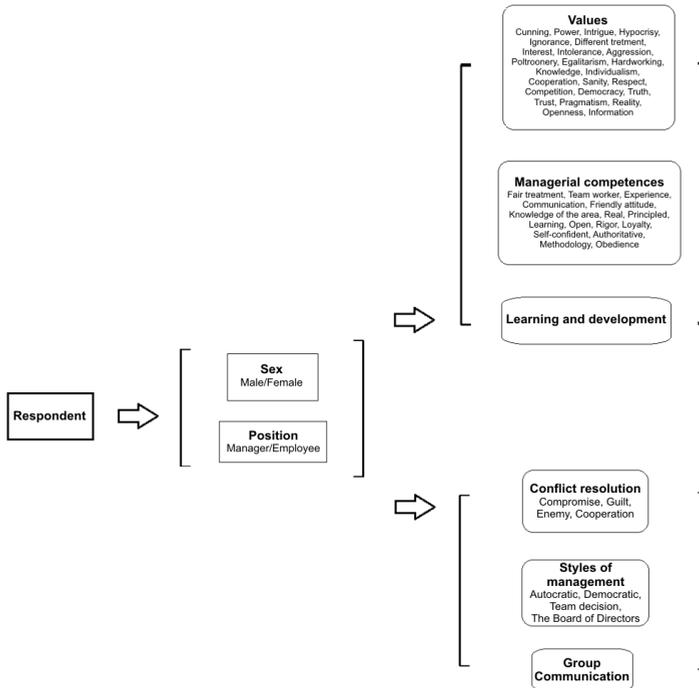
Every organization has its own objectives that can be achieved with successfully managing with people. All these and many other activities should be part of the strategic and operational planning by the management of human resources in every subject the hotel industry which seeks to apply modern methods and means of management objectives (Kotler, 2002). In order to be able to manage people, the managers first need to understand, to anticipate and to know how to influence employee's behavior since the organizational behavior is a main factor from which depends the overall activity in the organization. To achieve the ultimate goals in the hotel industry, the managers must accept that the key factors in the process of service are the employees themselves, regardless of the position they hold in the organization. The success of a company comes from inside the organizations and affects the whole company (Kotler, 2002). As a most valuable asset in the organization the behavior of the workplace affects the overall results of organization.

## **2.1 Research method**

For this research we develop a questionnaire for measuring the differences in the attitudes and perceptions of all employees for the following factors of the organizational behavior (see the research model): Values (25 values), Managerial competences (16 competences), Learning and development (2 questions), Conflict resolution (4 styles), Styles of management (4 styles) and Group communication (4 questions). The overall objective of the study is to investigate the complex factors and conditions of the human behavior of all employees (managers / employees, men / women) in hotels in Macedonia. The study use a convenience sample of 96 respondents, employees of 40 hotels in Ohrid, Struga, Mavrovo, Skopje and Tetovo. The groups consist 42 managers and 54 employees as well as 62 male participants and 34 female participants.

## 2.2 Research model

Figure1: Research hypothesis and variables



## 2.3 Results and Discussion

The results from the analysis of the perception of values confirmed differences between managers and employees for the variables knowledge, individualism, reality, information and respect, while the politeness and competition are values that are represented differently in men and women.

Aggression, politeness and egalitarianism are the lowest estimated values versus hardworking, knowledge and cooperation, which are the highest.

In terms which competencies make managers appropriate to perform the managerial role in hotels in Macedonia, the following conclusions have been obtained: fair treatment, experience and communication are evaluated as with the highest scores on the scale of managerial competence while the authority and obedience are on the lowest level. The friendly attitude and openness are differently represented among managers and employees primarily because they are the basic competences that employee should have when serves the client.

Also, there is a significant difference in the results for the managerial competences loyalty, principle and methodology among the managers and employees which is expected since these competences are related to the higher levels in the organizational hierarchy and represent the enhanced responsibility. The results regarding the gender differences represent that rigor, friendly attitude and knowledge in the area are significantly higher in female population, primarily due to the fact that in industry which is more common in men, women have to replace physical weakness in order to cope with the managerial role.

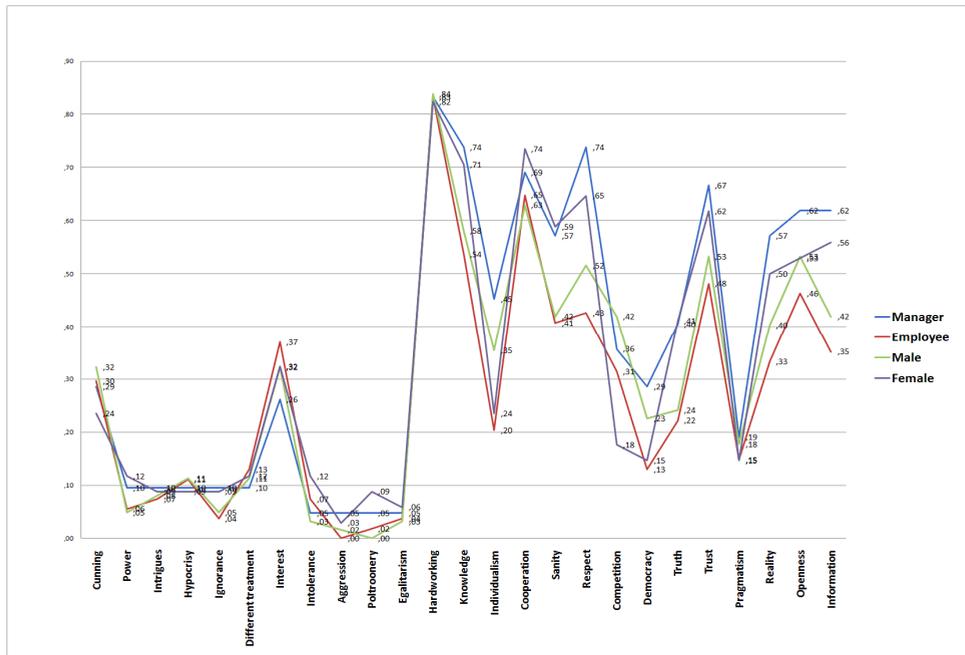
**Table 1: The significant differences among employees and managers in measuring the factors of organizational behavior**

		Job position	N	M	$\delta$	$\delta D$	D	F	df	z	P
Values	Knowledge	Manager	42	,74	,445	,069	,201	14,196	94	2,041	,044*
		Employee	54	,54	,503	,068					
	Individualism	Manager	42	,45	,504	,078	,249	20,494	94	2,677	,009**
		Employee	54	,20	,407	,055					
	Respect	Manager	42	,74	,445	,069	Ö312	10,929	94	3,186	,002**
		Employee	54	,43	,499	,068					
	Reality	Manager	42	,57	,501	,077	,238	2,960	94	2,377	,019*
		Employee	54	,33	,476	,065					
Information	Manager	42	,62	,492	,076	,267	,327	94	2,671	,009**	
	Employee	54	,35	,482	,066						
Managerial competences	Friendly Attitude	Manager	42	,71	,457	,071	,270	9,371	94	2,717	,008**
		Employee	54	,44	,502	,068					
	Principled	Manager	42	,67	,477	,074	,296	,568	94	2,982	,004**
		Employee	54	,37	,487	,066					
	Open	Manager	42	,50	,506	,078	,259	15,123	94	2,707	,008**
		Employee	54	,24	,432	,059					
	Loyalty	Manager	42	,52	,505	,078	,228	7,862	94	2,300	,024*
		Employee	54	,30	,461	,063					
	Methodology	Manager	42	,55	,504	,078	,362	25,058	94	3,965	,000**
		Employee	54	,19	,392	,053					
Learning and development	Learning and development	Manager	42	4,21	1,180	,182					
		Employee	54	3,46	,926	,126	,751	,360	94	3,497	,001**
Conflict resolution	Compromise	Manager	42	,83	,377	,058	,389	37,596	94	4,186	,000**
		Employee	54	,44	,502	,068					
	Cooperation	Manager	42	,12	,328	,051	-,251	42,978	94	-	,005**
		Employee	54	,37	,487	,066				2,873	

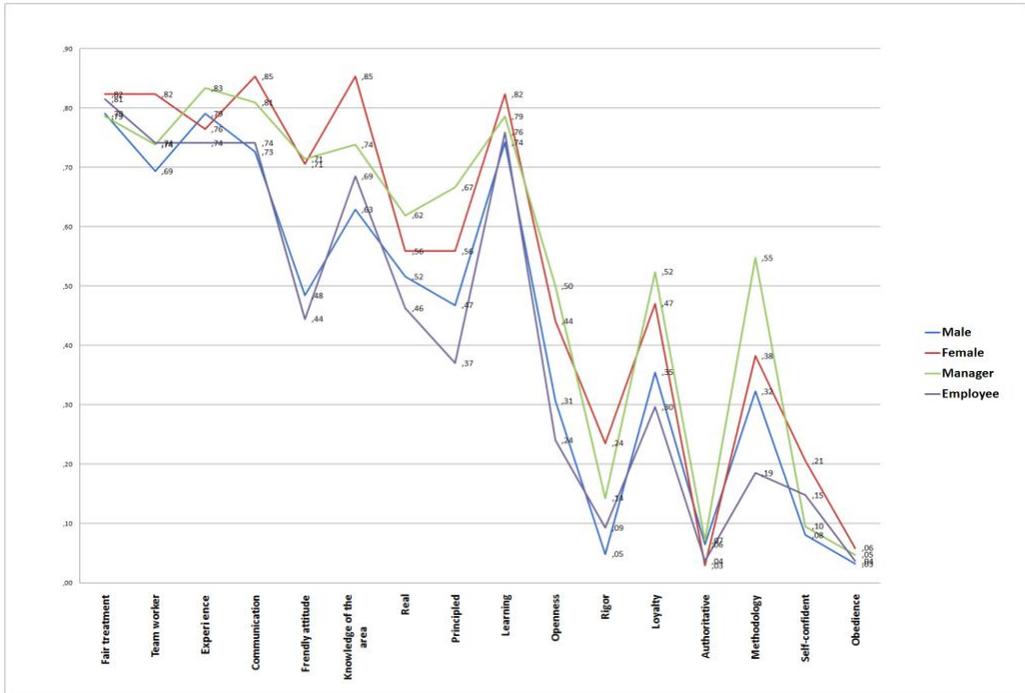
**Table 2: The significant differences among males and females in measuring the factors of organizational behavior**

		Sex	N	M	$\delta$	$\delta D$	D	F	df	z	p	
Values	Poltroonery	Male	62	,00	,000	,000						
		Female	34	,09	,288	,049	-,088	28,805	94	-2,424	,017*	
	Competition	Male	62	,42	,497	,063						
		Female	34	,18	,387	,066	,243	32,323	94	2,465	,016*	
Managerial competences	Friendly attitude	Male	62	,48	,504	,064						
		Female	34	,71	,462	,079	-,222	12,080	94	-2,124	,036*	
	Knowledge of the area	Male	62	,63	,487	,062						
		Female	34	,85	,359	,062	-,224	31,134	94	-2,350	,021*	
Rigor	Male	62	,05	,216	,027							
	Female	34	,24	,431	,074	-,187	36,600	94	-2,835	,006**		
Conflict resolution	Compromise	Male	62	,53	,503	,064						
		Female	34	,76	,431	,074	-,232	22,116	94	-2,275	,025*	
Styles of management	Autocratic	Male	62	,19	,398	,051						
		Female	34	,03	,171	,029	,164	29,878	94	2,285	,025*	

**Figure 2: The differences in perceptions of values among managers and employees and males and females in hotel industry in Macedonia**

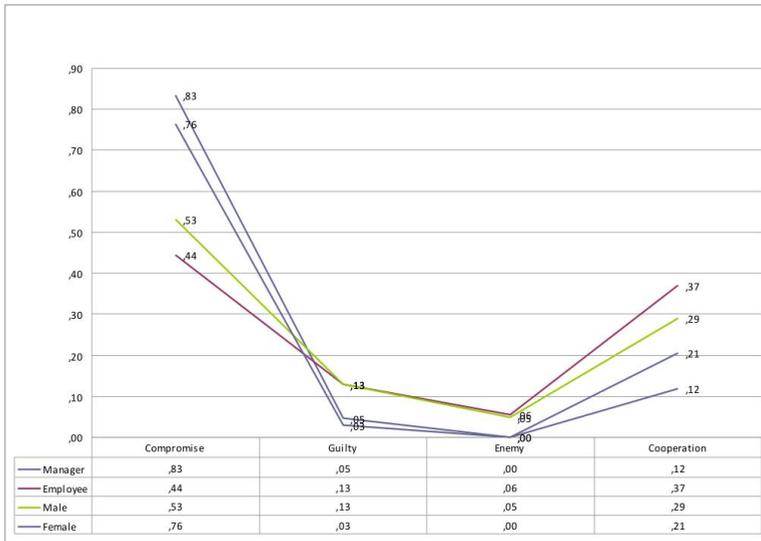


**Figure 2: The differences in perceptions and attitudes of managerial competences among managers and employees and males and females in hotel industry in Macedonia**

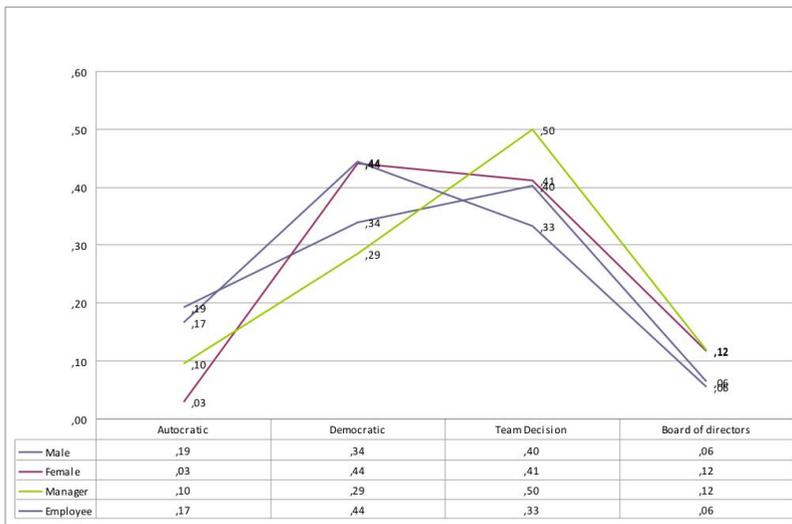


The results for variable learning and development confirmed the expectation that there is a significant difference among managers and employees since learning allows managers to establish a managerial sense to bring decisions and contribute to overall career success. Furthermore, in hotels in Macedonia most common style of conflict resolution is a compromise, and the least practiced style enemy. There are also differences between managers and employees in terms of styles in compromise (which is more common in managers) and cooperation (a style that is more frequent among employees). This situation stems from the need of the employees to identify with managers which in a turn also indicates higher level of referent and legitimate power of managers in the hotels. Furthermore, the results indicate that employees want their opinion to be respected and taken into consideration when making decisions in the organization. On the other hand, although managers are willing to negotiate and to use the democratic style of decision making, they still use their legitimate power to lead the process according to their individual assessments of potential benefits and losses.

**Figure 3: The differences in conflict resolution styles among managers and employees and males and females in hotel industry in Macedonia**



**Figure 4: The differences in decision making styles among managers and employees and males and females in hotel industry in Macedonia**



In terms of gender, more female respondents prefer compromise style as appropriate to resolve conflicts within the organization. The very fact that they choose rigor as desirable managerial characteristics, suggests that attitudes in terms of power in the hierarchical structure determinates their mode of behavior in

conflict situations. Consequently to all previous conclusions, the democratic style and team decisions are most prevalent styles of problem solving and decision-making style versus authoritative Board decision. This conclusion is confirmed when testing the hypothesis of an appropriate style of problem solving and decision-making by entities in hotels in Republic of Macedonia. In terms of the authoritative style, we can say that it is more common among male than female respondents. It can be concluded that male employees in hotels in Macedonia chose to settle the problems authoritatively, unlike the female subjects that are targeted more democratic in terms of this variable. This fact supports and confirms the dominant role of males and their need for competition versus females in a hotel industry in Macedonia.

### **3. CONCLUSION**

This research supports all theoretical views and research findings that claim that gender and the workplace have a strong impact on the organizational behavior in the hotel businesses. The study contains a range of information and highlights a number of problems that could serve to managers, psychologists and researchers in developing successful management strategies. At the same time, the main goal of the research is to inspire the managers and researches to continue with exploring the relation between person and organization. It certainly would improve the employee's performance and satisfaction from one side and will enable the successfully achievement of organizational goals and strategies.

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