Communicating in the hospitality industry- influence on productivity, company culture,and overall satisfaction

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SVEUČILIŠTE U RIJECI
Fakultet za menadžment u turizmu i ugostiteljstvu
Preddiplomski sveučilišni studij

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COMMUNICATING IN THE HOSPITALITY INDUSTRY-INFLUENCE ON PRODUCTIVITY, COMPANY CULTURE, AND OVERALL SATISFACTION

KOMUNIKACIJA U HOTELIJERSTVU-UTJECAJ NA PRODUKTIVNOST, KULTURU PODUZEĆA I OPĆE ZADOVOLJSTVO

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SUMMARY

The subject of this thesis is communication in the hospitality industry and how communication can be established. It is also essential to highlight the importance of communication in the hospitality industry because communication is a crucial part of any functioning and existing industry. The hospitality industry is a complex system consisting of different levels and departments that coexist and without which the industry could not function. Over the last few decades, this industry has been exposed to new ways of working, new technologies and innovations that help it reach its optimal level. Along with all the positive factors, less positive factors are also inevitable. By addressing conflict, encouraging teamwork, understanding internal barriers and working towards staff and guest satisfaction, change will be present for the future in all areas of the hospitality industry.

Key words: **business, communication, hospitality industry, productivity, satisfaction**

SAŽETAK

Tema ovog završnog rada jest komunikacija u hotelijerstvu, te načini na koje komunikacija može biti uspostavljena. Bitno je naglasiti važnost komunikacije u hotelijerstvu, s obzirom na to da je komunikacija ključni dio funkcioniranja i postojanja svake industrije. Hotelijerstvo je složen sustav koji se sastoji od razina i odjela koji djeluju, bez kojih industrija ne bi mogla funkcionirati. Posljednjih nekoliko desetljeća, ova je industrija upoznata s novim načinima rada, novim tehnologijama i inovacijama, koji joj pomažu dosegnuti optimalnu razinu. Uz sve pozitivne čimbenike, neizbježni su i oni manje pozitivni. Suočavanjem s konfliktima, poticanjem timskog rada, razumijevanjem unutarnjih prepreka te radom na zadovoljstvu i zaposlenika i gosta, promjena za budućnost će biti prisutna u svim sferama industrije hotelijerstva.

Ključneriječi: **poslovanje, komuniciranje, hotelijerstvo, produktivnost, zadovoljstvo**

Sadržaj

Contents

1. INTRODUCTION

Communication is an exchange of information between two parties. Frequent and correct communication is considered key to any work, and is essential in the industry in order to function optimally. Communication is a system that forms a pillar of human need for constant measurement, proof, and comparison with others, i.e., in business enterprises, that have existed since ancient civilizations. With the power of constant and strong-willed communication, superiors lead their companies toward success.

The first section of the thesis, the introduction, informs the reader about the topic under discussion and provides background information. The main points of the work as well as specific definitions or chapters the author has written about are explained in more detail. The introduction consists of:

    I.   Problem, Subject and Object of Thesis
    II.   Purpose and Aim of Thesis
    III.   Thesis Structure

1. 1. Problem, Subject and Object of the Thesis

Communication in the hospitality industry often encounters certain difficulties that can affect the development of the industry. Employees rely on communication to perform at their best. Not only in the hospitality industry, but also in daily life, communication is considered key to functioning. Without it, the process of working, developing or succeeding is delayed and cannot be executed. The hospitality industry is the most complex industry there is. It consists of many departments, with internal and external stakeholders, and therefore all parts must be aligned for it to function and exist. Healthy communication between departments is always an easy way to get the work done, and if you follow this, the hotel and its work processes can be successful.

The topic of this paper is to understand the communication channels within the hospitality industry and how they affect the productivity of employees in different departments. This involves knowing the culture of the company in advance, and determining how these elements mentioned in the thesis influence the overall satisfaction of the internal and external factors.

The subject of the work is the hospitality industry, communication within the hospitality industry, the way of communication and its influence on work in general, predicting the future in communication, solving problems between employees and proposing optimal solutions to certain problems.

1.2. Purpose and Aim of the Thesis

The aim of this thesis is to identify communication problems within the industry and to present the significance and importance of talking within the industry in order to avoid conflicts and misunderstandings for a better future and better performance of the whole factors.

The aim of this work is to identify the reasons for misinterpretation and to bring closer the solutions and the importance of communication at work so that everyone is satisfied and motivated.

1.3. Thesis Structure

The thesis is written in a specific for and structure. The topic of this thesis is to show how communication takes place within the hospitality industry. Apart from communication, this thesis is also about how the communication process is implemented in certain industries, how it is handled and how it affects internal and external factors of the said industry. The main objective of this thesis is to analyse, explain and explore how optimal communication between supervisors and employees can be implemented and achieved.

In this thesis the topic is treated in a more specific way, such as a more detailed explanation of internal communication, the impact on employee productivity and satisfaction, etc. The thesis is divided into seven chapters with additional sub-chapters. After the introductory part, the second chapter of the thesis explains how formal and informal communication works in the industry. The third chapter relates to communication with supervisors and the guidelines that need to be followed to make everything work optimally. The fourth chapter explains the core of communication in industry and its advantages and disadvantages. The fifth chapter explains that all industries are based on different types of cultures. Some of them are clan culture, adhocracy culture, market culture and hierarchy culture. The sixth section describes employee satisfaction and its importance to the hospitality industry. In addition, the importance of the system called Lumina Spark is shown in this chapter. Finally, the aim of the work is described and the conclusions to which this work has led are drawn. The method, the influence of communication and the importance of employee satisfaction are examined.

2. INTERNAL COMMUNICATION

Every company is as strong as its weakest employee. One of the most important types of communication in the hospitality industry, besides external communication, is internal communication. It takes place between managers at the upper, middle or lower levels, between directors and employees, etc. This type of communication is a process that involves all employees in a particular hotel.[1]

Communication must be present in all departments in order for them to function and provide the best possible service. In this way, employees develop a healthy environment that is crucial for the hotel or department to be the best it can be. Internal communication is not always about the task at hand, but often about expressing oneself to colleagues, exchanging opinions, discussing daily life and sharing thoughts. As a result, employees build a bond that is key to performance in a hotel. With this bond, staff tend to do the required work better and give their best; they are not stressed or under pressure. However, communication can often lead to inertia, i.e. the work that needs to be done is not progressing because there is too much talking. Nevertheless, managers and directors need to find the "middle ground", i.e. communication needs to be balanced. Therefore, a lack of communication or too much communication can lead to insufficient work. Theoretically, there are 3 ways to communicate with employees:

1. **ACULTURATION OF EMPLOYEES**- This means that every new employee must be introduced to the organisational structure and culture so that they understand how it works. The organisational culture is embodied in goals, missions, visions, documents or other written or non-written rules or statements.

2. **UPDATING EMPLOYEES ON ANY EVENTS, PROBLEMS, OR NEWS**- As a form of involving the employee in the overall business of the hotel. Besides written communication, verbal communication has proven to be the most efficient way to convey a message from one person to another. Emails are often forgotten or not seen, so all messages are better delivered 'face to face' or 'mouth to mouth'.

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[1]Dobrijević, G. „Rastući značaj interne komunikacije za poslovni uspeh kompanija." Istraživanja i projektovanja za privredu 19/2008. Number 19. (2008). Page 33-40. Available on https://www.engineeringscience.rs/images/pdf/article%20120.pdf (Accessed on 24.6.2023.)

3. **LISTEN TO YOUR EMPLOYEES**- The best way for a manager or director to identify a problem or irregularity in a hotel is to listen to the staff. They are the ones in their position working with guests every day and therefore see the problems and complications that exist. By listening to the staff who are facing the above problems, top management can develop a better strategy for the future to solve or understand the problem.

Internal communication is the lifeline of any hotel as it enables the smooth flow of information, ideas and feedback. All departments need to communicate with each other in order to do the best job possible. This means that communication must be present in the organisation, not only when it comes to the work that needs to be done, but also through various connections between colleagues.

2.1. Formal Communication

Formal communication is a pre-planned, systematic, official process of transmitting information in oral and written form, adapted to the needs of the organisation. The network of formal communication is created by the organisation itself, more specifically by management, to get the job done[2].

When it comes to management and its role in a hotel, the primary goal of the hotel manager is to create an effective formal communication procedure for the entire management of the hotel as well as for the guests and other external stakeholders. Managers and directors aspire to higher positions and make internal and external stakeholders of the hotel professional when they are able to have a good way of communicating.[3]

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[2]Fox, R. Poslovna komunikacija, Hrvatska sveučilišna naklada. Zagreb 2001. Page 42.

[3]Hayes, David. K., Ninemeier, Jack. D. Hotel Operations Management, PRENTICE HALL, INC. New Jersey 2004. Page 90.

Formal communication can be found in 3 models:

- VERTICAL
- HORIZONTAL
- DIAGONAL

The vertical type of communication is a formal line and refers to the communication between different levels in a given organisation.[4]

It can be divided into 2 groups: top-down communication and bottom-up communication.

1. **Top-down communication** refers to the type of communication in which all information passes from the top management level to the lowest management level and is then passed on to the employees. The top management gives orders, information, instructions, explanations about what to do and how to do it, the ideology and the goals of the hotel or the way the hotel has to work to the lower management, who finally pass them on to the employees, whose job is to give the best performance according to the information or criticisms given by the top management. All these messages that need to be delivered to the staff need to be delivered in a certain tone and manner. If a manager is very authoritarian, the staff may not be efficient. One of the most important things a manager must give his employees is motivation. In this way, employees will feel encouraged and will do the work more easily and quickly. One of the problems with this kind of communication is that the information does not reach the 'bottom of the chain'. Often managers think that employees do not need to know much more than basic information about the culture or structure of the company.

   As with any story that is passed down from generation to generation, certain information can be forgotten if it is passed down from the top. Below, a pyramid of the above facts is presented as a variation of Bateman & Zeithaml.

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[4]Golja, T. Menadžment u kulturi i turizmu. Sveučilište Jurja Dobrile u Puli. Pula 2016. Page 317.

Picture 1. Information loss in vertical communication strategy
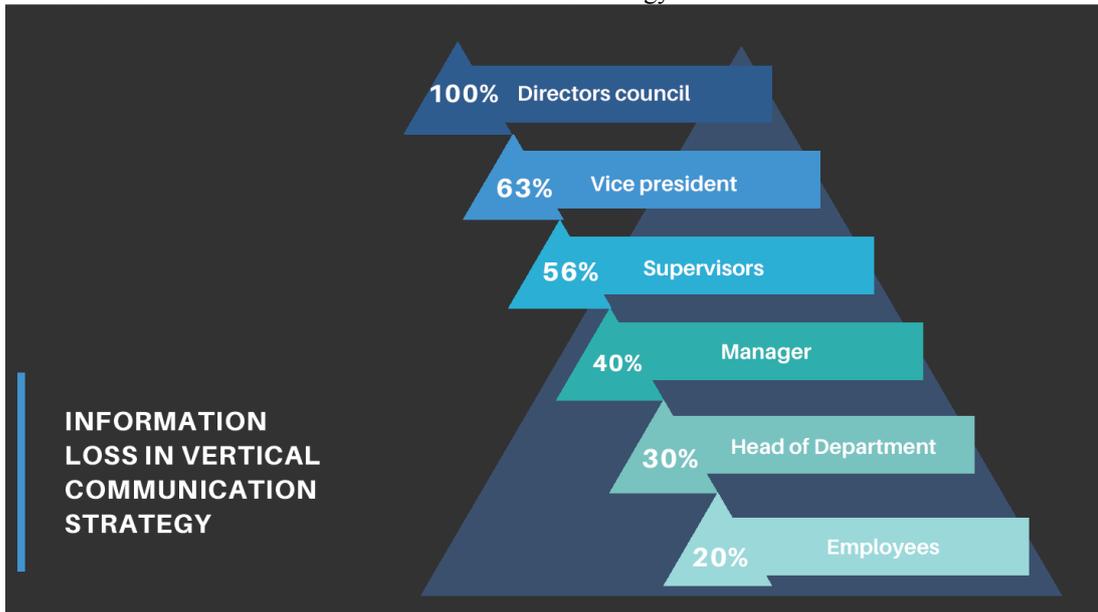
Izvor: Bateman, T. S. & Zeithaml, C. P. (1993) Management: Function & Strategy. Burr Ridge, Illinois: IRWIN, p. 514.-
Variation of author

2. **Bottom-up communication** defines a path of communication from the lowest level of the hotel, the staff, to the highest level, the manager or director. This process shows how managers and directors can better understand what is going on and what is missing in the work of the staff. They share their opinions, problems, solutions and insights that may not be visible to the top level.

The hotel manager, department heads and all employees at all levels of an organisation are subject to the same policies, regulations and processes that are in the best interest of the entire workforce. Employees also receive instructions from their supervisors about their tasks and work schedules. Formal communication channels are used for the transmission of information between employees and their supervisors as well as within the entire hotel company. Alternative methods are also possible, such as the evaluation of tasks, recommendations and the 'open door policy'.[5]

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[5]Hayes, David. K., Ninemeier, Jack. D. Hotel Operations Management, PRENTICE HALL, INC. New Jersey 2004. Page 90.

The **horizontal** type of communication is communication between employees at the same level in the hotel, e.g. manager to manager, supervisor to supervisor. If you communicate in this way, you have a better chance of moving up in the hotel. Better coordination, faster exchange of information, healthier environment, better understanding of colleagues, etc.

The **diagonal** type of communication is projected between staff in different positions in the hotel.

2.2. Informal communication

Informal communication can be divided into 4 groups[6]:

Single chain- one employee communicates with another employee

Gossip chain- one employee communicates with others

Random chain- random communication between employees

Clustered chain- one employee communicates with another selected employee

Informal communication is a relaxed way of communicating compared to formal communication. In the absence of information given in a formal speech, an informal way is taken by giving the full facts, information or instructions. Because of its informal tone, this type of communication is often comfortable for employees of all positions in business. It often takes place in settings where people at different levels can talk and interact with each other without feeling uncomfortable, regardless of their business connections, authority or hierarchy. This effective method of communication lifts the spirits among staff and promotes a better knowledge of people.

When it comes to business, informal communication is known by the synonym grapevine. Grapevine is a context that means that in the protocol of informal communication, the beginning and the end of the communication cannot be found. This method meets

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[6]Golja, T., Menadžment u kulturi i turizmu, Sveučilite Jurja Dobrile u Puli. Pula 2016. Page 320.

employees' need for social interaction, simplifies existing connections by compensating for deficits, and could potentially bring together people who are not part of the same management hierarchy.

Staff use this technique to draw attention to current problems in the hotel. An intelligent director will use this type of communication as his "weapon". It helps the director to find out how staff feel about current events and to determine when legitimate information needs to be shared to prevent false information (rumours) from spreading. Effective directors are aware of the barriers that hinder or impede effective communication.[7]

A gossip communication is the most common model used in informal communication. This is when employees from all departments, regardless of their organisational position of power, come together and communicate on a daily basis.

[7]Hayes, David. K., Ninemeier, Jack. D. Hotel Operations Management, PRENTICE HALL, INC. New Jersey 2004. Page 91.

3. COMMUNICATION WITH SUPERVISORS

In business, every employee must feel that he is valued, heard and understood by the management, including directors, managers and supervisors. If he feels this way, the employee will immediately give his best and will sacrifice himself for the company. But if this is not the case, there is dissatisfaction and the work is not done in the best possible way.

In the hospitality industry, one person who pulls all the strings is a director. The hotel director is closely related to the other supervisors below his position in the hierarchy pyramid. His main task is to create an environment in which everyone can work. Therefore, the director gives commitments and guidelines to the heads of the individual areas, which are eventually passed on to the staff in those areas. A director must know how each sector works and be able to understand it so that communication with staff improves. The director must be a listener who is willing to help the staff, value them and be considerate of any adversity, as this is something that all staff expect from a director. A satisfied employee is also a satisfied guest.[8]

Supervisors are the ones who provide a healthy environment, motivation and organisation so that their employees can do the work assigned to them. In today's working world, there are many changes and sometimes it is extremely difficult to keep track of them. Therefore, it is essential to create an environment where every employee feels respected by the organisation. By creating this, supervisors give them the freedom to interact, make decisions and speak out on current issues.

Human entrepreneurship is considered the most effective way to work in an organisation. This means that this type of entrepreneurship puts people at the centre of the action and listens to their thoughts, suggestions, goals and understanding of industrial policy. After implementing this type of strategy in an area of work where the person comes first, there is a better chance of success.

The supervisor's main goal is to give thoughtful and understandable instructions, increase accountability and create a healthy environment.[9]

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[8]Hayes, David. K., Ninemeier, Jack. D. Hotel Operations Management, PRENTICE HALL, INC. New Jersey 2004. Page 54.

[9]Leadership Accountability: Why it Matters and How to Fuel It by Alex Larralde. Available on https://www.betterworks.com/magazine/accountability-in-leadership/ (Accessed on 28.6.2023.)

GIVING ELABORATED AND UNDERSTANDABLE DIRECTIONS- If employees do not have clear direction or a clear mandate on how to perform the given task, there is a risk of poor performance. Supervisors have the task of explaining and giving precise directions on how something should be done in the quickest and most accurate way - thus fulfilling the rule of supply and demand.

INCREASING ACCOUNTABILITY- This is how supervisors show their employees that they are willing to stand up for them. Every supervisor, in order to defend his title, must always be there for his employees and stand behind their mistakes or good decisions. In this way, supervisors give their employees a sense of security and make them strive to do better next time. In this way, they can be involved in the long-term vision of the industry, making them and their opinions important in production decision-making.

DEVELOPING A HEALTHY ENVIRONMENT- If you want to achieve a goal, a healthy environment is the most valuable thing you can have. Making a workplace positive, healthy, stress-free and relaxed is half the job. Employees need to be relaxed and happy in their workplace so that everything runs smoothly. The atmosphere must radiate positivity and motivation, which is difficult for a supervisor to achieve without the help of his or her staff. Doing things together and being involved in many things leads to an efficient, successful and healthy environment.

4. INFLUENCE OF COMMUNICATION ON PRODUCTIVITY

Because it has a direct impact on employee performance and behaviour, effective communication is essential for increasing productivity. Fostering close cooperation between managers and employees is achieved primarily through effective communication, which includes precise instructions, prompt delivery of messages and thorough understanding.

Interaction, i.e. how often two people interact and communicate, and relatedness, i.e. how much two people have in common, are the two most important elements affecting workplace relationships. It is obvious that two employees who never meet will never have the chance to discover their common interests. There are many ways in which employees can communicate with each other, e.g. through emails, letters, video calls, conferences or just talking or chatting.

The biggest influence on productivity, besides communication, can be the actions and involvement of the manager or supervisor. As they work, they need to motivate staff and maintain a fine line between too much and too little communication. Employees should be involved in most steps of the business strategy to achieve maximum productivity. The more an employee is involved in the organisation, the more they know about internal or external operations, and the more they feel connected to the company. Therefore, their productivity can reach its peak.

In order to fully understand the communication skills required for employees in tourism, research was conducted by Č. Tanković, Kapeš, and Benazić was conducted. The authors used five main types of communication skills, consisting of 46 individual items in the form of a questionnaire. A Likert scale was used to define each participant's opinion, 1 for extremely unimportant and 5 for extremely important. The authors decided to use a purposive sample because the main objective was to develop a scale to assess the importance of communication skills for prospective tourism employees. The target group of this study specifically consisted of students who study tourism and hospitality and will later work in this industry.

In the end, 468 examinees were interviewed and it was found that 77% were female and 23% male. 56% of the examinees were 19-21 years old, 41% were 22-25 years old, 2% were

26-30 years old and 1% was 17-18 years old. Those with experience in the tourism sector were represented by 81.42%.

The study showed that, for example, the ability to listen is an important part of communication. Digital communication skills refer to contemporary difficulties that go beyond technological and computer skills to include the use and exchange of processed digital information. The most important variables of communication skills according to this research were: smiling during conversation, maintaining eye contact, showing confidence, using appropriate formal posture and professional dress, etc.[10]

It is a direct expression of the organisation's values, habits, goals and behaviours. It is reflected in how employees and customers are treated and how the company presents itself to the public.

4.1.   Communication conflicts

In industry, organisations or the workplace, a healthy environment and stable communication is a key to success. Although everyone involved strives to keep it that way, sometimes these ambitions can get out of hand and cause unhappiness in the workplace. Conflict can arise between almost anyone involved, intentionally or accidentally. When trying to start a conversation, it is better to adopt a calm, understanding tone towards the other party to keep the situation as calm as possible. Every opinion must be considered and discussed.

Some important decisions should be made by the leadership. First, supervisors should encourage the participation of all those directly affected by the change before dealing with resistance. Second, to create a shared vision, supervisors need to make their strategy or vision clear to everyone and explain to them how the change will affect the organisation and its goals. Third, it is important to deal with the many levels of leadership that exist. A single person cannot effectively lead a company. Rather, leadership at all levels of the company must convey a unified message and act consistently. Finally, when it comes to change and explaining it to others, use a tactic called SMART. This is a set of objectives that can help any organisation

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[10]Tanković,C, A., Kapeš, J.Benazić, D. Measuring the importance of communication skills in tourism. 2023. Economic Research. No.1. Vol.36. Page 460-479. Available on: https://www.tandfonline.com/doi/full/10.1080/1331677X.2022.2077790 (Accessed on 19.7.2023.)

better deal with conflict and understand why it arises. **SMART** stands for Specific, Measurable, Achievable, Relevant and Time-based.

Conflict, however, does not necessarily lead to bad outcomes. Sometimes conflict can be a way to solve a particular problem that is being discussed. By naming the obvious problem, the parties can investigate and determine why there is one. By listening to each other's opinions, they can find the best solution and prevent worse from happening. In a larger organisation, conflict usually arises because many staff members have different opinions, viewpoints and opinions. Managing a larger group can often fail if the supervisor or manager in charge is not compatible with leading the group. Even though a manager has to take a firm stance, he or she also has to listen, take all parties into account and remain neutral when conflicts arise. This often results in a conflict taking longer to resolve because many people are involved. Smaller groups consisting of up to 5 or 6 employees can be resolved in a very short time.

Conflicts can be subdivided in many ways, e.g. by type, location, subject, parties involved, etc. Bahtijarević-Šiber, Sikavica and PološkiVokić have divided conflicts according to their subjectmatter - **cognitive** and **affective**. Cognitive refers to thinking, opinions and structure, and affective to the personal, emotional, social, etc. Cognitive conflicts can occur when there is a misunderstanding in the organisation about the daily tasks, different opinions or a lack of resources needed to achieve the goals. Affective conflicts arise because of social, demographic, ethnic, value or status differences.[11]

The typical conflict in any industry can be caused by[12]:

➢ opposing personalities,
➢ different values,
➢ limited resources,
➢ inappropriate communication,
➢ vague rules,
➢ conflicts from the past,
➢ complex organisations,

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[11]Bahtijarević-Šiber, F. Sikavica, P. Pološki, N.V. Suvremeni menadžment, Školska knjiga, dd. Zagreb, 2008. Page 195-196.

[12]Filley, Alan, C., Interpersonal Conlifct Resolution. III.: Scott, Foresman. Glenview, 1975. Pages 9-12.

> ➤ unexpected realities,
> ➤ unrealistic deadlines.

4.1.1 New Age vs. Old Age

Intergenerational conflicts are those where large age differences between employees lead to disagreements and situations in the workplace. Most work environments are made up of diverse employees, which means that they are different from each other. This diversity is also associated with many conflicts.

The inevitable diversity can often occur between younger or newer staff and older, more experienced staff. Employees who have been in the hospitality industry for a long time have developed a strong work ethic and work routine that they have had since the 'old days'. They usually approach a problem with a single solution, are stricter and more precise, and do the work that needs to be done immediately. They do not like to 'mess around' and since they have been in the industry for so long, they have lost patience and lack empathy towards other colleagues. Sometimes they even strive for dominance, which makes younger employees insecure.[13]

On the other hand, younger employees have a completely different mentality. They approach work with ease; they usually have many other, easier ways to solve an existing problem; for productivity they need motivation and communication among themselves and they tend to do the work while laughing (if possible).

The main conflict between younger and older employees is often technology. Younger employees tend to solve everything more easily and adapt to new changes more quickly and easily than older employees who do not have a good relationship with technology. There is a lack of respect between them, mainly because of their age and mindset. Because they are younger, they cannot work at the same level as the older employees.

These conflicts may be the result of past times. Older workers led different lives and were excluded from many opportunities that are now available to a wider audience. In their time, the availability of technology was extremely low, flexibility was non-existent on the one hand, and so on. There are many ways in which these conflicts can occur. The most important

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[13]Navigating the Generational Difference in the Workplace. EWF International. Available on: https://ewfinternational.com/navigating-generational-difference-workplace/ (Accessed on 8.9.2023.)

solution is respect, which is usually lacking, better organisation and talking to superiors to clear up misunderstandings. Also, older and younger employees need to take into account the different work ethic and life balance that each of them has. This is the only way to give everyone equal opportunities to do the job.

4.1.2 Language Barrier

Recent events in the world have led to more and more people emigrating from their home countries, e.g. wars and the economy. People strive for the best in their lives and this is the reason why they decide to leave the country they are in. The recent wars in Africa and the Middle East have led to many people trying to escape such an environment. A few years ago there was a big wave of immigration in the European Union where many EU borders were closed to immigrants due to overpopulation.

Many companies, industries and organisations have different work cultures. This category is based on diversity. This diversity causes a lot of problems. The biggest one is the language barrier. English is the most spoken language in the world and is therefore used as the main language for communication between colleagues from different cultures and backgrounds. Sometimes the employees of a company do not have a basic knowledge of English, so there are many language barriers. When there is a language barrier, the work that needs to be done is often delayed due to misunderstandings and missing words between colleagues with different mother tongues. The delay often occurs when there is a lot of work to be done, which can lead to the work not being done optimally due to misunderstandings between colleagues. Work processes might therefore not be optimal due to lack of communication with colleagues. Communication between colleagues with the same mother tongue and colleagues from other countries cannot be measured in the same way. In order to create a pleasant and healthy atmosphere in the industry, regardless of language barriers, it is important to take into account other cultures and the lack of a common language, while trying to understand each other as well as possible and taking the path of least resistance.

Language barriers are closely linked to cultural differences. In any hospitality industry, there are a variety of employees who come from different cultures. Therefore, it is difficult to understand why one employee approaches the task in a certain way and why the other employee

approaches the task differently. "In Western cultures (e.g. the US and Europe), it is common to look a person in the eye when communicating in business, but avoiding the gaze is considered a sign of mistrust and lack of interest. In other cultures, however, this is not the case. In Japan, the Caribbean and Latin America, for example, it is considered a sign of respect not to look the person in the eye."[14]

The hotel manager needs to be aware of the cultural differences between his staff and it is important to ask for feedback frequently to keep the working atmosphere efficient.

4.2.   Motivation as a Change

One aspect of leadership is motivation, i.e. the influence of management that stimulates, directs and maintains desired behaviour in others. People's behaviour is the result of numerous motivators. Motivators keep such reward-based desires in check, i.e. incentives that lead people to fulfil their primary desires. A motivator can be described as a tool for satisfying competing needs and emphasising one need to ensure that it takes precedence over others.[15]

Motivating employees is the inner force behind horizontal change. They use their skills and talents to achieve their goals within the organisation, which can contribute to the success of change. If they lack motivation, employees will not give their best. This can lead to poor results and ultimately the failure of the change. This means that the success of the change is strongly influenced by motivation.

Employees who are not sufficiently motivated are deficient in their daily tasks and do not deliver the desired results in terms of quality and quantity. This deficiency leads to dissatisfied customers and a bad image, which can be a loss for the entire future of the hotel. Hayes and Ninemeier point out several "common sense" tactics in their book that are often inexpensive or even free and help supervisors or directors. Some of the tactics are:

1. Service first, leadership second,
2. Engaging employees in the vision of the future,
3. Investing in training,

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[14]Hayes, David. K., Ninemeier, Jack. D. Hotel Operations Management, PRENTICE HALL, INC. New Jersey 2004. Page 91.
[15]Cerović, Z. Hotelski menadžment, Fakultet za turistički i hotelski menadžment. Sveučilište u Rijeci. 2003. Page 617-620.

4. Staff safety is at the top of the list,

5. Beware of the hourly rate,

6. Includestaff's personal life, e.g. upcoming birthdays,

7. Reward employees according to their performance.[16]

Effective communication is critical to increasing productivity, considering that it has a direct impact on employee performance and attitude. There are several factors that incentivise workers, including money, promotions, job loss and many others. This incentive must be maintained by managers at all times, otherwise change can suffer greatly. However, it can be extremely difficult to keep workers motivated when, for example, the economic situation is uncertain. It is the manager's responsibility to maintain employee motivation to enable a successful transition.

Motivation is not only important for success, but also for the employee's happiness. When employees are happy and satisfied in their workplace, all the work goes easier and takes less time. Happiness is the basic driver of motivation, even though success is the primary basis. Motivation is synonymous with productivity.

The greatest influence on productivity, apart from communication, is the actions and commitment of a manager or supervisor. The modern form of motivation is empowerment. Empowerment means giving the employee some kind of authority and the possibility to make their own decisions regarding some changes or innovations in the hotel. In this way, the director releases some insignificant and burdensome things and gives the employee a sense of a higher purpose and belief in it. This method helps the staff to unleash their creativity and get more involved in the hotel's operations.[17]

The hospitality industry benefits from motivated employees. They constantly push the boundaries of the hotel, ensure that it maintains its notoriety, and make guests feel at home to attract more visitors. The specific structure that every hotel must have is closely linked to motivated employees who do not hesitate to accept change.

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[16]Hayes, David. K., Ninemeier, Jack. D. Hotel Operations Management, PRENTICE HALL, INC. New Jersey 2004. Page 93.
[17]Cerović, Z. Hotelski menadžment, Fakultet za turistički i hotelski menadžment. Sveučilište u Rijeci. 2003. Page 641.

4.3. Inspiring Teamwork

„ Great things in business are never done by one person. They are done by a team of people"

-Steve Jobs.

The words of the extraordinary mind and great developer Steve Jobs are ubiquitous. Everything that is done in the world has been done with many people behind it. People are interdependent. Every industry is made up of large groups, or more accurately, teams, that need to work together and exist as a unit for the organisation to reach its peak. But within an organisation, everyone is different. There are introverts and extroverts who sometimes do not get along with the general goals.

The entire hospitality industry relies on all areas of work in the hotel. Teamwork has more advantages than shortcomings when it comes to getting the job done. For example, teamwork expands creativity, makes you feel like you belong somewhere, is key to expanding productivity, allows the opportunity for development, enhances personal growth and, most importantly, opens up the possibility for innovation.

Working alone usually leads to outdated ideas. Therefore, creative ideas can emerge in group brainstorming sessions when individuals with different perspectives participate. And because team members often understand the demands and stresses of completing tasks better than supervisors, they can give each other emotional encouragement.

For the best teamwork in the hospitality industry, there is only one important rule: there is no "I" in team.

4.4. Effective communication

Communication does not necessarily depend on word-of-mouth. Other types of communication between staff in different departments can be non-verbal communication, verbal communication or written communication. All of these types are no less important or useful than the others. In order for the message to be clearly heard and understood, effective communication includes the communication of ideas, thoughts, views, knowledge and data. Both the sender and the receiver are satisfied when communication is effective. Therefore,

effective communication is an important part of the hospitality industry. As the hospitality industry is a diverse world, the most important thing is to steer communication towards understanding and ultimately creating mutual connections that create a positive environment for staff and ultimately guests.

Communication is an event between receiver and sender. In order for it to be effective, Cerović lists in his work some of the factors that are important for this type of communication:

1.   **Understandability** - For information to get from A to B in a communication process, understandable words, clear and concise messages and simple information must be used. The recipient's background must be taken into account, i.e. their nationality, age and social structure.

2.   **Interest** - The ongoing message should be interesting rather than plain and boring. This way the receiver will understand the message better and give feedback to the sender. If a message does not go both ways, it will be considered uninteresting.

3.   **Conciseness** - The sender must keep the message short and use fewer words, signs and symbols to convey a greater amount of information.

4.   **Appropriateness** - The core of the information conveyed is to whom the message is conveyed. Every message has its own recipient, its own way of writing and delivering. To be appropriate, it is imperative to receive feedback.

For communication to be effective, a certain bond must be established. This is the communication between the supervisor and the employee. By processing data, ideas, visions, goals and opinions, the chances of an effective environment are greater. Effectiveness can be achieved by doing small things or making small changes, such as encouraging employees, helping them solve a particular problem, involving them in decisions about the company or even giving them the freedom to make their own decisions in the company, which could help achieve the goals that have been set. Supervisors need to show that they care about their employees, and only then is success possible and visible.

"Better cooperation, greater employee involvement, higher productivity and a more favourable working environment can be the result of clear and efficient communication. On the

other hand, ineffective communication can lead to unclear goals, misunderstandings, low employee satisfaction and a toxic environment."[18]

Effective communication goes a long way in keeping guests interested in the hospitality industry. Industries that prioritise guest wellbeing are much more likely to build lasting relationships and retain guests. Guests are more loyal to hotels with which they have some connection and who nurture their connections by including them in their reforms and overall satisfaction.

5. COMPANY CULTURE IN COMMUNICATION

The way of life and work is a direct reflection of the corporate values within the company and is called corporate culture. It represents a kind of system of values, beliefs and customs within the industry. As in the example of the world, each nation has several cultures that differ from each other. This difference makes them unique and recognisable. Like the nations of the world, all organisations and industries have their own unique culture.

In order for employees to understand the culture of the organisation, it is best for supervisors to show it to them while they are at work. By doing the work they are assigned to do, employees become part of that kind of culture. In order for the culture to be consistent and constant, it is important that supervisors follow the written or unwritten rules. If they start doing the work differently from what is said or written, then certain ambiguities will arise among the staff.

As mentioned earlier, each industry has its own way of establishing its culture and choosing its framework. The most common cultures are **the clan culture, the adhocracy culture, the market culture and the hierarchy culture**.

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[18]Peters, M.N.P., The Impact of Effective Communication on Organizational Culture and Business. Available on: https://www.linkedin.com/pulse/impact-effective-communication-organizational-culture-peters (Accessed on 18.7.2023.)

5.1. Clan Culture

By emphasising commitment, participation and loyalty, the clan culture is a special kind of corporate culture that develops a cooperative environment that resembles a family. The horizontal structure consists of teams of close- knit employees who identify with the goals of the company and work towards a common goal.

The figure below explains the clan culture model, relatively how the clan culture works in the company. Since it is a family-like system, the first value on the chart is loyalty; after loyalty comes tradition and heritage in the family environment mentioned earlier. The fourth value is charismatic leadership, which is the key to good and consistent communication within the organisation. Decentralised decision-making is followed by teamwork, which is inevitable in any corporate culture. Long-term relationships are also a value of great importance, as well as an informal way of communicating that gives this structure a much more family-like value.[19]

Picture 2. Example of clan culture
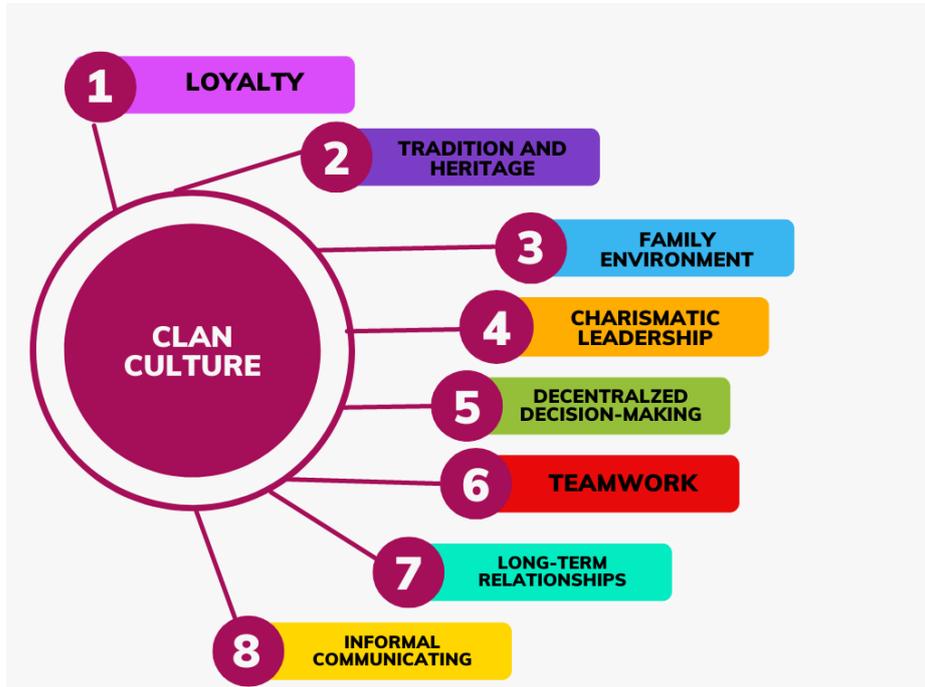
Source: Authors recreation https://www.chrmp.com/clan-culture/ (Accessed on 20.6.2023.)

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[19] What is Clan Culture by Certified Human Resource Management Professional (CHRMP). Available on: https://www.chrmp.com/clan-culture/ (Accessed on 7.7.2023.)

5.2. Adhocracy Culture

The adhocracy[20] culture is a creative, flexible work environment that actively aims to deliver the following significant market performance. Risk-taking, individualism and resourcefulness are often valued. This type of culture often emphasises turning fresh ideas into market expansion and business success. Supervisors and employees who foster this type of culture are often seen as innovators who are not afraid to take risks and make changes. The most important value of this type of culture is that employees strive to work as a team to find the optimal solution.

As an example, we can take Tesla, a world-famous company that uses only electricity for its inventions. The guiding principle of the Adhocracy culture is "do it first", which Elon Musk took into account when developing his first inventions.

5.2.   Market Culture

The aim of the market culture is to get down to business and get the job done by getting results. Even among employees, there is often competition in this atmosphere. The most important factor in market culture is competition and encouraging employees to compete with each other to get the best result. Even though this type of communication in the company may seem unfortunate or unacceptable at first glance, it encourages creativity and innovation among employees because they are constantly striving for something better, bigger or not yet there. The market culture values stability while being outward-looking and not satisfied with internal success. This type of company enjoys "getting the job done". Their goal is to maximise profits and market share.

What is special about the market culture is that it often draws or creates a dividing line between the upper and lower levels, more specifically between employees and supervisors. One of the disadvantages of this type of communication can be an environment that is not conducive. There is a fine line between whether this communication is the best or leads to failure. When

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[20]Ad hoc(lat. for this)- meaning something is created for a purpose, when necessary or needed

there is too much competition, the environment becomes extremely toxic and inescapable, often leading to failure, increased costs or burnouts[21].

5.3. Hierarchy Culture

The fourth type of culture found in some hospitality establishments is the hierarchy culture. This type of culture tends to be a more traditional type of leadership and communication in the industry. It can also be said to be outdated and not used in some of the newer businesses as it is too authoritarian and closed. This creates an atmosphere where precise instructions are paramount and there is little room for flexibility and adjustment. There is often an emphasis on consistency, stability and clearly defined processes. In addition, there are often numerous levels of subdivision between supervisors and employees, as well as a clearly defined line of command.

The main difference in this culture is the adherence to rules and guidelines set by the supervisor or industry policy. The goal of this way of working is to make fewer mistakes, to do things right and, above all, to avoid financial losses.

6. IMPORTANCE OF EMPLOYEE SATISFACTION IN THE HOSPITALITY INDUSTRY

„The most important single ingredient in the formula of success is knowing how to get along with people.“

-Theodore Roosevelt

Above all, a satisfied employee represents the success of the company. The importance of the employee's hard work should be brought home to him every day, because a satisfied employee means an improvement for the entire hospitality industry. The importance of every employee lies in his performance and impact on the customers that a particular hotel wants to attract.

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[21] Burnout- According to Merriam-Webster Dictionary, it stands for exhaustion of physical or emotional strength or motivation usually as a result of prolonged stress or frustration. Available on: https://www.merriam-webster.com/dictionary/burnout (Accessed on 8.9.2023.)

The staff are the first set of people that every guest meets when they enter the hotel. They are accompanied and served by them, and this is the reason why guests often feel a living connection between them and the staff. During their work, the employees represent their hotel, their supervisors and the owner in the best light. Good service would not be possible without the emotional and mental support of the owners or the supervisor.

Karolina Hobson, a member of Forbes, gave five reasons why employees are a company's most important asset[22]:

1. Employees are the greatest asset, and they have the power to influence public opinion about the brand,
2. Employees are the face of the industry and the advocates for the brand,
3. It is expensive to train, recruit and hire new employees,
4. Terminating staff not only costs money, but can also impact on guest morale and existing staff,
5. If you respect and value your staff, the industry can benefit from their profitability.

Communication with hotel employees is more often positive. Very tricky, but achievable if the hotel is run by a director who is capable of loving people and doing everything in his power to achieve satisfaction. Hayes and Ninemeier have given several positive examples of achieving satisfaction in the hotel industry, but also some negative ones, which will be described below:[23]

POSITIVE RELATIONSHIP

-daily discussion with staff,

-counselling about work,

-mentoring new staff,

-receiving friendly information about staff from guests,

-making suggestions to staff to improve the working environment,

-career tracking and promotion.

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[22] Forbes Five Reasons Why Employees Are Number 1 Asset to the Company by Karolina Hobson https://www.forbes.com/sites/forbesbusinessdevelopmentcouncil/2019/12/12/five-reasons-employees-are-your-companys-no-1-asset/?sh=61e456c72563 (Accessed on 24.6.2023.)
[23]Hayes, David. K., Ninemeier, Jack. D. Hotel Operations Management, PRENTICE HALL, INC. New Jersey 2004. Page 108.

It is assumed that the satisfaction of the guest is the most important thing, but it must be taken into account that the reason for this must be a satisfied employee. This forms a cause and effect relationship on which most functions in the industry are based. Employee satisfaction comes from a good supervisor who knows what is going on between his employees. If the supervisor lives in ignorance, there is a high probability that the structure of the branch will fall apart. Continuous communication and trying to create the best possible environment will lead to a positive outcome.

Employee satisfaction can be achieved in many ways. One of the ways is money, especially raises or bonuses that motivate them to do their best. Managers and supervisors need to understand how difficult the situation is that employees are in and try to motivate them to reach a certain level of satisfaction among them. By reaching this level, the staff will have a better demeanour towards the guest, and thus the guest will also be satisfied. Apart from financial satisfaction, another way is to create a healthy and supportive environment where staff work together as a team and support each other in making decisions or doing their work, rather than competing with each other in a toxic way that can only lead to a destructive environment.

6.1. Creating a supportive environment

A positive working environment is as important as communication between colleagues, as it primarily affects the emotional state of employees at work, their attitude towards guests and their motivation to work. Creating a healthy and supportive environment gives employees the tailwind to perform at their best. The importance of a healthy environment leads to positive and optimal service and guest satisfaction. For a supervisor to create a healthy environment, they should model to their staff how to behave and how to function as part of a team. In addition to the supervisor creating a supportive or healthy environment, the employees play just as important a role in this process as the supervisor. The staff are the ones who are constantly working with each other and spend a third of their day together. Therefore, they must strive to make the work environment as healthy and supportive as possible. A supportive environment means that all team members stand up for each other, no matter what. It also means being happy about someone else's success and supporting them along the way.

To ensure a positive environment, managers or directors must have a certain way of communicating. Various tensions, stressors and conflicts as well as poor communication are the cause of mistrust, danger and fear as a sociological phenomenon. Communication failures caused by inadequate communication are exacerbated by a sense of mistrust, danger and fear. To reduce potential mistrust and turn threat and worry into joy in such situations, the manager must promote a culture of trust and provide information as positively as possible.[24]

A hospitality industry consists of groups, obligated to deliver exact work. By working in a group, positive outcomes are often present, and necessary for the work to be done. A few of the advantages of being a part of a group, besides creating a positive environment are:[25]

- Increase in work performance,
- Motivation and satisfaction in the group,
- Achieving synergy,
- Improvement of work processes and knowledge,
- Reduction of costs.

Each hotel has its own way of doing business and work processes. The goal of every employee in the hotel is to be the best and to be at the top of the chain. In trying to achieve this goal, employees often forget their colleagues and try to demote them to be at the top. Thus, collegiality was disrupted and the atmosphere in the hotel was disturbed. To maintain a healthy and stimulating environment and positive atmosphere, the most important factor is education and guidance. This will make the industry more productive and provide positive feedback. Supervisors need to set a positive example and promote a culture where staff strive harder than usual to achieve industrial goals.

6.1.1 Lumina Spark

Lumina Spark provides a personalised portrait of your entire personality. It speaks directly to people and provides a report that relates solely to them as an individual, rather than to people

[24]Cerović, Z. Hotelski menadžment, Fakultet za turistički i hotelski menadžment. Sveučilište u Rijeci. 2003. Page 730-732.
[25]Bahtijarević-Šiber, F. Sikavica, P. Pološki, N.V. Suvremeni menadžment, Školska knjiga, dd. Zagreb, 2008. Page 153-154.

who are similar to them. The model is simple to understand yet contains great depth as it directly measures 72 personality traits. This is why Lumina Spark is used by so many companies for selection, training and development.

Lumina Spark is an instrument that examines a person's personality to better understand habits, actions and manners. This test is usually presented in the form of questions that are completed by a person. It is mainly used in large companies to categorise and sort employees so that the company can perform at its best. The test shows three people and different personas, each consisting of different personalities. The personas are underlying persona, the everyday persona and overextended persona.

Each employee has its share of the four colours: green, yellow, red and blue. These colours are divided into eight aspects, eight to twenty-four. Each of these colours defines the inner qualities of the employee. The colour yellow stands for inspiration, green for feelings and emotions, red for stubbornness and command and blue for down-to-earthness. Understanding these personas makes it easy for supervisors to put together a team. For example, if a team of four consists only of people who have a basic yellow underlying persona, the team cannot function well because each member is the same. There is an old saying that opposites attract, which means that two people who are the same cannot function well. One complements the other, which means that in a team the optimal cast would be a red, yellow, blue and green persona. Red stands up for everyone, is sometimes hard and logical, but on the other hand there is a green person who is empathetic and cooperative, and so they complement each other and keep the atmosphere stable.

Many companies use Lumina Spark to build the best possible team and achieve the set goals and visions for the industry, e.g. Coca-Cola, McDonald's, Microsoft, etc.

Picture 3. Lumina Mandala- possible colors each individual can have
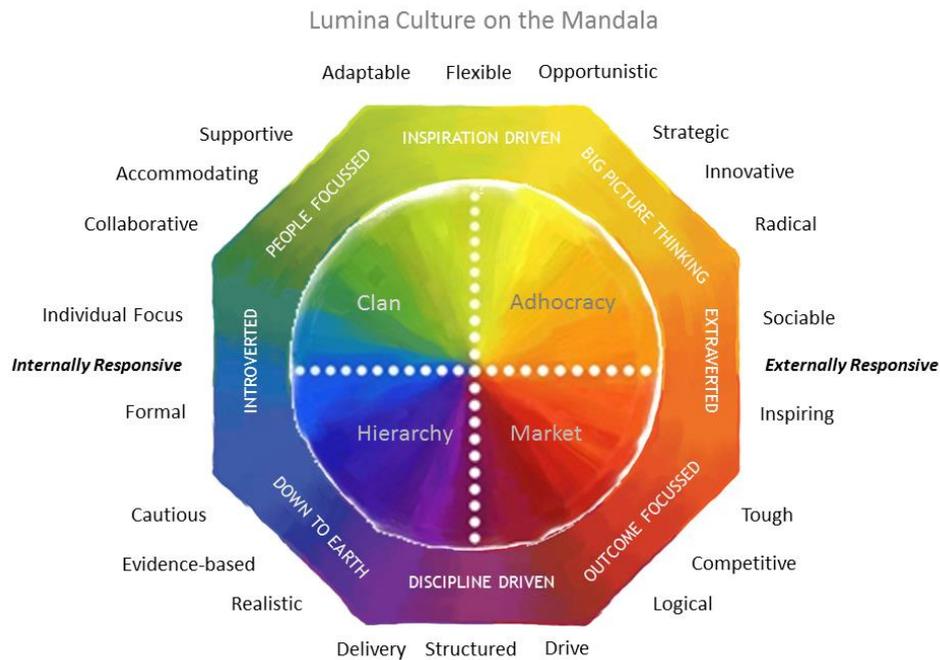
Source: Lumina Learning official page- https://www.luminalearning.com/partners/canada-toronto/en/TrainingCulture

6.2. Benchmarking- Method of evaluation

A performance assessment, sometimes called an employee evaluation, is a periodic review of an employee's work ethic by his or her supervisor or manager. It is an ideal opportunity to evaluate the employee's development, recognise their achievements and work together to achieve goals that will increase efficiency and advance company objectives. The best method for evaluating employees is benchmarking.

To improve and increase the efficiency of one's company, benchmarking is a technique that asks the company to consistently observe and outperform other competitors in the market. As both the company and its competitors make changes and improvements, it is a continuous process. The use of benchmarking helps companies to develop and innovate their goods and services as well as their toolkit, staff training and relationships. The key to this strategy is to actively adapt to new trends that emerge every day, while keeping an eye on market rivalry.

The company should broaden its horizons, engage in a variety of activities in addition to those it engages in now, and target the largest market with its goods and services.

The use of benchmarking in the hospitality world has a very long tradition. The first forms of benchmarking statistics were recorded in the 1930s. More specifically, Harris, Kerr, Foster & Company, PKF's predecessors, published "Trends in the Hotel Business: Statistical Review 1929-1936" in 1937. Today, there are a variety of different publications in the global hospitality industry that publish the business results achieved in the hospitality industry, which can serve individual hotels for benchmarking purposes.[26]

Table 1. Features of the industry before and after implementing the benchmarking method

BEFORE BENCHMARKING	AFTER BENCHMARKING
LACK OF INVENTIONS	USING EVERY VALUABLE CONCEPT
ONLY ONE FEASIBLE SOLUTION TO THE ISSUE	A VARIETY OF PROBLEM-SOLVING APPROACHES
INTERNAL GOALS FROM THE PAST	CONCENTRATION ON THE EXTERNAL
INADEQUATE COMPREHENSION OF THE MARKET	ADEQUATE UNDERSTANDING OF THE MARKET
INTERNAL PRIORITIES	PRIORITIZING THE CUSTOMERS NEEDS
„WE ARE GOOD"	„WE NEED TO BE BETTER"
EXPERIENCE-BASED MANAGEMENT	LEADING BY OBVIOUS FACTS
FOLLOWING OTHERS FROM THE BRANCH	THE LEADER IN THE INDUSTRY

Source: Harrington, H.J. & Harrington, J.S. „High Performance Benchmarking: 20 steps to success", McGraw-Hill, SAD, 1996., page.28.

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[26] Cerović, Zdenko; Janković, Sandra; Peršić, Milena. Priručnik za benchmarking u hrvatsom i slovenskom hotelijerstvu. Opatija: Sveučilišze u Rijeci, Fakultet za menadžment u turizmu i ugostiteljstvu. Page 102.-103.

6.3. Frequent Teambuilding

Every industry consists of a group of employees called team members. To perform at their best, they must do the work as a single team. To run a successful industry or organisation, managers must strive to make their employees feel comfortable and connected. This requires a specific process that brings employees together and improves their personal and social skills. In this way, colleagues get to know each other better outside of the work environment. By working together, employees deliver the best results for the industry, so the guests who need to be happy are satisfied. For this process of bringing employees together, it is best to use some form of team building.

In order to implement a team building strategy in the work environment, you need employees who are team players and not lone fighters. Each director or member of the human resources department of a hotel strives to create a specific circle of employees who will work together and complement each other in completing their tasks. People are different, and to be part of a team it is essential to be a true team player. According to Holpp, the ideal team player must have some of the following qualities:[27]

- He takes responsibility,
- Good communication,
- Shows respect and empathy,
- Positive and understandable,
- Can accept and value constructive criticism,
- Believes in its colleagues.

For employees, team building is important in many ways. It improves communication, which is a factor of great importance. In addition, productivity alone is increased, conflicts are reduced to a minimum, empathy and compassion are present and the need to help becomes greater.

For a leader, team building is important because it helps them to understand their team members better and to recognise the weaknesses and strengths of the employees. Team building events also develop a bond of trust between supervisors and employees.

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[27]Holpp, L. Managing Teams, The McGraw-Hill Companies, Inc. 2000. Page 153-154.

Teambuilding events are often organised outside of work and take place during free time. They usually consist of a group of employees going out into nature or visiting some places. This can be considered a traditional way of team building. The more innovative and better working methods to get to know colleagues and socialise are games, problem solving ideas, brainstorming, working on projects, etc.

The frequent introduction and implementation of team building in industry brings many benefits, such as improving relationships between employees, developing healthy competition, fostering creativity, improving innovative ideas and the most important part of team building, working as a team and collaborating within the industry.

Employees from different departments must work together flawlessly in the hospitality industry to provide a satisfying experience for customers. A cooperative and respectful atmosphere in the workplace can foster a productive work environment and improve communication among employees. As a result, employees are more likely to work together to find solutions to problems and provide superior service, which can improve the overall guest experience

The hospitality industry is an extremely complex and sprawling industry that involves numerous departments and even more people working in it, so conflicts, misunderstandings and lack of cohesion are common. All departments cannot function on their own, so a union and good communication in-beetwen should be created. Frequent team building activities within the hotel can only lead to stronger cohesion, a sense of friendship and productivity.

7. CONCLUSION

Employees are in a sense dependent on communication. Every step along the way is covered by the functional communication required to work in the best possible way. Communication is considered the most important aspect for the functioning of any department, organisation and industry in general. Communication is a skill that needs to be honed on a solid foundation in order to reach agreement.

The nuts and bolts of successful communication is listening to and understanding the other party. The hospitality industry is based on communication. This part of the industry is made up of many factors, including internal and external partners. They are all crucial in bringing the industry to the top of the economic chain. In the depths of this industry, employees are the most important core that holds it together and makes it function. To achieve this, employees need to be satisfied in many ways, in terms of money, atmosphere, workplace and colleagues.

Supervisors, especially top management, have a huge responsibility to maintain order among their staff. Although they carry the industry on their backs, it is their responsibility to take care of their employees so that the industry can achieve its vision and goals. By giving their employees the right to vote, they are involved in the industry's strategy and thus feel valued and recognised as part of the industry.

To create a positive atmosphere in the workplace, employees must function as a unit. The company is as weak as its weakest employee. When it comes to employees, supervisors have the greatest influence on a healthy environment. Their job is to get the message across and show employees how to work properly with each other. When trying to create a successful team, several surveys and questionnaires should be conducted. The most popular way to do this is to implement Lumina Spark - a programme that differentiates the different personalities of employees to create the best team possible.

If communication is poor in any way, the essence of the business could be endangered, leading to failure. This is a guideline for a successful business, and sometimes in the event of a breakdown in relations between employees, it is imperative to find the cause and the solution to fix all the irregularities.

If there are imperfect relationships in the business, they should never affect the guest. The guest is the most important factor for the existence of the hospitality industry. The guest is here to demand and the staff are here to offer and understand their wants and needs.

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