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THE INFLUENCE OF PSYCHOLOGICAL NEEDS AND WORK CLIMATE ON JOB SATISFACTION OF EMPLOYEES IN THE HOSPITALITY INDUSTRY

Uticaj psiholoških potreba i radne klime na zadovoljstvo
poslom zaposlenih u hotelijerstvu

Abstract

Employee satisfaction is a key factor to achieving high work performance results and service provision efficiency, which directly contributes to the increase in organizational productivity. For the purpose of this paper, in addition to the theoretical postulates of self-determination theory, we analyzed the impact of social environment factors and basic psychological needs on job satisfaction. The sample included 150 employees in hotels in the Republic of Serbia. According to the research results, there is a statistically significant positive correlation between the work climate, i.e., the perceived autonomy support for employees, and extrinsic and intrinsic satisfaction, as well as overall job satisfaction. On the other hand, the results show that general job satisfaction (as well as extrinsic and intrinsic job satisfaction) is largely associated with the degree of psychological needs' satisfaction. From the aspect of the type and content of the job, it was determined that jobs which by their nature differ in terms of complexity and imply the freedom of choice and creativity in performing tasks, provide more possibilities for the fulfillment of basic psychological needs and job satisfaction. It is expected that the results of this research will contribute to better human resource management practices in the hospitality industry wherein employees are the key to success.

Keywords: *job satisfaction, basic psychological needs, work climate, self-determination theory, workplace*

Sažetak

Zadovoljstvo zaposlenih je ključan faktor za postizanje visokih radnih performansi i efikasnosti pružanja usluga, što direktno doprinosi povećanju produktivnosti organizacije. Za potrebe ovog rada, uz teorijske postulate Teorije samodeterminacije, analiziran je uticaj faktora socijalnog okruženja i bazičnih psiholoških potreba na zadovoljstvo poslom. Uzorak je obuhvatio 150 zaposlenih u hotelima u Republici Srbiji. Prema rezultatima istraživanja, postoji statistički značajna pozitivna korelacija između radne klime, odnosno percepcije podrške autonomiji zaposlenih, i ekstrinzičkog i intrinzičkog zadovoljstva, kao i ukupnog zadovoljstva poslom. Sa druge strane, rezultati pokazuju da je generalno zadovoljstvo poslom (kao i zadovoljstvo poslom ekstrinzičnim i intrinzičnim faktorima) u velikoj meri povezano sa stepenom zadovoljenja psiholoških potreba. Sa aspekta vrste i sadržaja posla, utvrđeno je da poslovi koji se po svojoj prirodi razlikuju u pogledu složenosti, koji po svojoj prirodi podrazumevaju slobodu izbora i kreativnost u obavljanju zadataka, daju više mogućnosti za zadovoljenje bazičnih psiholoških potreba i zadovoljstvo poslom. Očekuje se da će rezultati ovog istraživanja doprineti boljim poslovnim praksama upravljanja ljudskim resursima u hotelijerstvu gde su zaposleni ključ uspeha.

Ključne reči: *zadovoljstvo poslom, bazične psihološke potrebe, radna klima, teorija samodeterminacije, radna pozicija*

Introduction

In the hospitality industry, the quality of the service provided is a key driving factor in maintaining competitive advantage. The assessment of quality of the service extended by hotel employees is subjective, as it largely depends on the customer, i.e., hotel guest. It is up to the human resource managers to provide, through adequate policies and practices, incentives to create an environment that fosters customer-oriented behavior [19]. The provision of services by the hotel to the customer, i.e., hotel guest, is primarily achieved through employees. Consequently, job satisfaction in the hospitality industry is an important factor as it is precisely this factor that determines the quality level of services provided by employees. Given that the hospitality industry is characterized by a high degree of the workforce turnover which is expected to meet various job-related requirements and to strictly observe the established work schedule, which calls for a compromise between private and professional life [16], a question arises as to what factors affect job satisfaction. According to Nedeljković Knežević et al. [24], job satisfaction is an important predictor of business success of an organization operating in a modern business environment.

Drawing on self-determination theory, this paper investigates the satisfaction of employees in the hospitality industry viewed from the aspect of psychological needs and work climate. Additionally, the paper will analyze whether job satisfaction and psychological well-being (fulfillment of the basic psychological needs) differ across different groups according to the type of work (managers and service providers). Self-determination theory in the work environment has so far been explored by certain authors [13], [26], [2], [10], [34], [24], [3]. With respect thereto, several research questions were set:

- H1: Job satisfaction is related to the fulfillment of basic psychological needs – the more the basic psychological needs for autonomy, competence and relatedness are fulfilled, the greater the job satisfaction.
- H2: Perceived support for employee autonomy is related to job satisfaction – the greater the perceived

support for employee autonomy, the more satisfied they are with their job.

- H3: Job satisfaction differs depending on the content of the job, i.e., among employees in different positions.
- H4: There is a difference in job satisfaction depending on the type of job – employees in managerial positions are more satisfied with their jobs compared to other employees.

The aim of this research is reflected in the analysis of the impact of work climate, appropriate from the aspect of satisfaction of basic psychological needs (competence, autonomy, relatedness to other people), on overall job satisfaction, involving both extrinsic and intrinsic job satisfaction, which indirectly affects performance. The results of this research have a scientific and practical contribution. The scientific contribution of the paper is reflected in systematic presentation and integration of research work on self-determination theory, including empirical research, conducted for the first time, on the influence of psychological needs and work climate on job satisfaction of employees in the hospitality industry, with recommendations to managers in the said industry for future business operation. The practical contribution is reflected in the possibilities of use of obtained research results by hotel companies.

Literature review

Self-determination theory

Self-determination theory, taken as a conceptual framework for research herein, represents a comprehensive and corroborated theory [34], [5]. Empirical research studies drawing on self-determination theory as a conceptual framework have confirmed its key theoretical propositions [32]. It is increasingly used in the field of organizational behavior, as the key to a successful company lies in well-motivated and satisfied employees. This theory postulates that a work environment which creates favorable working conditions, in the sense that employees feel competent, that their views and opinions are respected, that they are given autonomy in the performance of their tasks,

will positively influence the satisfaction of the basic psychological needs of employees and thereby produce positive work outcomes. According to the authors of this theory [5], these three psychological needs are innate and universal to human beings [25]. Basic psychological needs include the need for autonomy, competence and relatedness. They constitute building blocks for personal growth and development [4]. Since basic psychological needs are essential for the functioning of an individual, the focus of self-determination theory is not on the strength of the needs but on their satisfaction. What is important is the degree of their fulfillment. Hence, the focus is on the satisfaction of these needs or their thwarting [7], and the extent to which an individual is able to satisfy the needs in the social environment [10]. For instance, the possibility of choice and positive feedback are considered to be useful for all employees as they satisfy the inherent needs for autonomy and competence [30]. All three needs are therefore considered equally important, because it is assumed that none of them can be neglected in terms of achieving well-being and personal growth and development [27]. Self-determination theory emphasizes that managers who focus on satisfaction and preservation of these needs can count on better performance, greater commitment to the organization and involvement by employees.

The theory of basic psychological needs determines three dimensions of the social context which facilitate the satisfaction of the said needs [34]. An autonomy-supportive context facilitates autonomy, a well-structured context facilitates competence, and a relevant context enhances relatedness. Autonomy supporters thus provide opportunities for choice, meaningful and realistic reasoning when the said choice is constrained, and try to understand the views and opinions of others. Conversely, a controlling environment exerts pressure and directs thoughts, feelings and behaviors of individuals using external pressure tactics (e.g., punishments) or more covert, subtle manipulation techniques, including conditional regard [1], imposing of feelings of guilt [35] and shame [28]. Several studies in various fields have revealed that perceptions of autonomy support (relative to control) are associated with greater well-being, better performance and greater behavioral persistence. The theory of basic

psychological needs holds that autonomy support does not imply a lack of guidelines and unlimited freedom in performing activities, which would certainly reflect the opposite of a well-structured environment [15]. Although guidelines may limit behavior, such a form of restriction is not necessarily perceived as controlling. People are rather more likely to personally support and volitionally follow social norms that are introduced in an autonomy-supportive fashion [32]. According to self-determination theory, social support is important and necessary for the satisfaction of the need for relatedness, as it fosters a sense of connectedness and understanding with others.

Need satisfaction versus need thwarting has been used to explain both positive and negative outcomes. Within a work context, need satisfaction has been shown to be positively related to the well-being of an individual in terms of the outcomes of work such as job satisfaction, employee attitudes regarding self-esteem, customer relations, organizational commitment and self-rated performance [2], [33].

Self-determination theory suggests that these three needs can be fulfilled while an individual is being involved in various forms of behavior which may differ among people and may be differently manifested in different cultures, but in any case, the satisfaction of these needs is essential for the development and well-being of an individual regardless of the culture they belong to. Basic psychological needs are considered important for all individuals and, in accordance therewith, self-determination theory, within its research studies, focuses on the extent to which individuals can satisfy their needs in a social environment [10].

In terms of applicability, the concept of basic psychological needs predicts whether management styles, organizational structures and educational practices will promote optimal outcomes [32]. Within the theory of basic psychological needs, researchers have focused on specific situations, thus the comparison of findings across different studies has been rendered difficult, such as studies in the field of sports [38] and organizations [31]. Therefore, there is certainly room for further research in different fields [34].

The application of self-determination theory within hotel companies can be used as a good framework for

understanding the factors that influence the behavior of hotel employees and the conditions that facilitate or thwart prerequisites for job satisfaction.

Job satisfaction

Literature provides a large number of definitions referring to job satisfaction. Locke [18] defines job satisfaction as a positive state resulting from an individual's appraisal of his/her job or job experience. According to Mullins [23], job satisfaction is an internal state and could be associated with a personal feeling of accomplishment. It is a complex concept, and it is hard to measure it objectively as it is influenced by individual, social, organizational and cultural factors. Spector [29] describes job satisfaction as a person's overall feeling towards a job as a whole and various job facets. In other words, job satisfaction is a degree to which a person likes their job, while job dissatisfaction represents the opposite.

Job satisfaction is the area of psychology that can be said to have the highest number of empirical studies published [37]. In addition to the employee motivation and performance measurement, this area is of exceptional importance in the management of human resources in a company, particularly in the hospitality industry, where the quality of service delivery depends precisely on employees, their motivation and subjective satisfaction with business activities.

There are two approaches to the study of job satisfaction: the first refers to the overall job satisfaction, while the second involves satisfaction with certain facets of the job which represent the attitude towards pay, managers, working conditions, the content of the job itself, communication, and similar. An individual can have different levels of satisfaction with various aspects of the job [29].

A large number of factors influence job satisfaction, and they can be classified into two categories [37], originally according to [11] in:

- organizational factors
- personal job satisfaction factors.

Organizational factors include the nature of work in terms of autonomy, task variety, feedback, reward systems, working conditions, interpersonal relations, etc. Personal

factors refer to the position in the society, harmony between personality traits and the job, age, work experience, and other. Lawler and Porter indicate that personal factors such as age, gender, work experience and job characteristics affect the degree of job satisfaction [17].

Managers cannot influence the personal characteristics of employees, but they can influence the work environment, which can have a positive effect on job satisfaction and productivity. A large number of research studies measure general, i.e., overall job satisfaction in relation to satisfaction with specific aspects of the job. However, overall job satisfaction does not measure all aspects of a person's satisfaction/dissatisfaction with his/her job. Hence, in addition to overall job satisfaction, it is important to examine which aspects have an intrinsic/extrinsic influence on an employee's attitude towards job.

In addition to the work environment, job redesign can lead to increased employee satisfaction and productivity. [26]. Along with job satisfaction, job redesign can provide an employee with the opportunity for personal growth and development [13].

The dominant approach to job enrichment is based on the job characteristics' model developed by Hackman and Oldham [12], [13]. This model includes environmental aspects of work and personal aspects, arguing that a well-designed task can have an impact on satisfaction with the job and can thereby satisfy psychological needs of employees [12]. Job characteristics include the content and nature of the task. According to the authors, there are five core dimensions of the task: skill variety, task identity, task significance, autonomy, and feedback. The first three dimensions contribute to job meaningfulness. Skill variety represents the extent to which a job requires different activities and abilities as well as the skills needed to complete the task. Task identity represents features of the job that enable or prevent employees from having a complete picture of the job they perform. Task significance is reflected in the impact of the employee's job on other people in the organization as well as on the external environment. The autonomy afforded to an employee when performing work tasks contributes to a sense of responsibility, while giving feedback provides insight into work results and outcomes. By giving autonomy

and feedback, managers allow employees to experience a certain degree of freedom in carrying out assignments with a view to increasing their performance.

Early works by Hackman and Oldham [13] highlight autonomy and task identity as important aspects of work that enhance performance, while Deci, Olafsen and Ryan [8], in their review of self-determination theory in work environment, view them as a support to the need for autonomy provided by managers through their leadership. Regarding the provision of feedback, it is seen as supporting the need for competence, while task significance entails supporting the need for autonomy as well as the need for relatedness. Consistent with this view, several studies have shown that facilitative job characteristics have improved the satisfaction of basic psychological needs, autonomous motivation and positive work outcomes including job satisfaction and performance [9], [20], [8].

Morgeson et al. [21], [22] expanded the list of job characteristics and introduced social aspects of work as well as specific task characteristics. At the same time [8], [14] came to the conclusion that different job characteristics refer to satisfying one or more basic psychological needs for autonomy, competence and relatedness. Job satisfaction depends on understanding and fulfilling the needs of employees whose priority is determined by managers [36].

Despite theories that still question the best way to manage an organization in order to achieve both job satisfaction and productivity, it is up to the managers to provide appropriate level of autonomy to employees through job enrichment. In addition to this, it is necessary to also consider the contextual factors which include management styles, culture and trends in human resource management.

Methodology

The aim of this research is reflected in the analysis of the impact of work climate, appropriate from the aspect of satisfaction of basic psychological needs (competence, autonomy and relatedness with other people), on overall job satisfaction, which refers to both extrinsic and intrinsic satisfaction factors.

Research methods employed in this paper include analysis of scientific literature, application of three

instruments - the work climate questionnaire (WCQ) [2], basic psychology need satisfaction at work scale (BPNS) [5], [6], and Minnesota satisfaction questionnaire (MSQ)¹, then statistical data processing, comparative analysis and correlation analysis using a statistical package.

Independent variables in our research are work climate and job content.

The work climate, which we defined as the respondent's assessment of the degree of perceived autonomy supportiveness, based on one's own experience with a direct manager, is measured by the WCQ, used by the respondents to assess the extent to which the management in an organization supports the autonomy of employees, based on one's own experience with the manager.

We defined the job content through two variables: the hotel sector in which the respondent is employed, and the job position, i.e., the type of work performed by the employee.

For the variable 'satisfaction of basic psychological needs for competence, autonomy and relatedness', we employed the BPNS instrument.

Job satisfaction is defined as a degree of overall job satisfaction, which represents the average degree of satisfaction with various factors, extrinsic and intrinsic factors that affect the satisfaction of various needs of employees in a work organization related to the performance of their job. This was tested using the MSQ.

The research was conducted in the form of an online anonymous questionnaire sent to hotel establishments, while the sample included 150 respondents.

The obtained results were processed by using SPSS 23.0 statistical software. In the process of data analysis, the following were processed: descriptive analysis (arithmetic mean, standard deviation), Cronbach's Alfa-coefficient for determining the reliability of scales used on the tested sample and inferential statistics. The Pearson correlation coefficient, t-test and analysis of variance were employed to examine the correlation as well as the differences in the measured properties, with a statistical significance of $p < 0.05$. All results are illustrated in the form of tables and comments.

1 MSQ, Retrieved from <https://vpr.psych.umn.edu/node/26>, August 2023.

Research results

An analysis was conducted on the basis of gathered data. Table 1 shows demographic characteristics of the sample of the respondents who took part in this survey.

Following the research work and processing of collected data, research questions were defined and analyzed.

H1: Job satisfaction is related to the fulfillment of basic psychological needs – the more the basic psychological needs for autonomy, competence and relatedness are fulfilled, the greater the job satisfaction.

According to the results referred to in Table 2, processed on the basis of the research data, a very high correlation was determined between extrinsic job satisfaction factors and overall job satisfaction ($r(150) = +0.95, p < .01$), as well as between intrinsic job satisfaction factors and overall job satisfaction ($r(150) = +0.963, p < .01$), including a very high correlation between extrinsic job satisfaction factors

and intrinsic job satisfaction factors ($r(150) = +0.838, p < .01$). Therefore, it is justified to consider job satisfaction as a unique variable.

Overall job satisfaction is highly positively correlated with satisfaction of basic psychological needs at work ($r(150) = +0.73, p < .01$). This indicates that a higher degree of job satisfaction is often accompanied by a higher degree of satisfaction of basic psychological needs at work and vice versa; those respondents who are less satisfied with their job often expressed a lower degree of satisfaction of basic psychological needs.

Even when job satisfaction is broken down into intrinsic satisfaction factors and extrinsic satisfaction factors, a high positive correlation with the satisfaction of basic psychological needs is obtained. A high positive correlation was found between satisfaction of basic psychological needs and intrinsic satisfaction factors ($r(150) = +0.71, p < .01$), as well as between extrinsic

Table 1: Demographic characteristics of the sample

| | N | % |
|---|----|------|
| Gender | | |
| Male | 72 | 48.0 |
| Female | 78 | 52.0 |
| Age | | |
| up to 30 years of age | 52 | 34.7 |
| 30-40 | 62 | 41.3 |
| 40-50 | 16 | 10.7 |
| 50+ | 20 | 13.3 |
| Level of education | | |
| Primary school | 1 | 0.7 |
| Secondary school | 41 | 27.3 |
| Two-year post-secondary school or undergraduate studies | 83 | 55.3 |
| Master's degree studies | 25 | 16.7 |
| Sector of work | | |
| Accommodation | 53 | 35.3 |
| Food and beverages | 34 | 22.7 |
| Human resources | 19 | 12.7 |
| Marketing and sale | 24 | 16.0 |
| Supporting services | 20 | 13.3 |
| Job position | | |
| Receptionist | 32 | 21.3 |
| Waiter | 13 | 8.7 |
| Hotel housekeeping and technical maintenance staff | 21 | 14.0 |
| Manager | 84 | 56.0 |
| Years of service in the current hotel | | |
| 1 – 3 | 74 | 49.3 |
| 3 – 5 | 34 | 22.7 |
| 5 – 10 | 35 | 23.3 |
| 10 + | 7 | 4.7 |

Sources: Authors' calculation.

satisfaction factors and satisfaction of basic psychological needs ($r(150) = +0.68, p < .01$).

This result is logical considering a high intercorrelation obtained between intrinsic and extrinsic job satisfaction and a high correlation between each one individually with overall job satisfaction. Certainly, it seems that there is a basis for the conclusion that the satisfaction of basic psychological needs greatly influences the creation of job satisfaction, and that this influence is reflected in both intrinsic and extrinsic satisfaction factors. However, the opposite interpretation is also possible, i.e., that intrinsic satisfaction factors affect the satisfaction of psychological needs, from which it follows: the more employees are satisfied with intrinsic aspects, the more their basic psychological needs at work are satisfied and vice versa. Likewise, the more employees are satisfied with extrinsic aspects related to the work and the job they perform, the more likely is that the conditions for greater satisfaction of psychological needs are met.

The results in Table 3 show that there is a high positive correlation between overall job satisfaction and the BNPS subscale – satisfaction of the need for autonomy ($r(150) = +0.77, p < .01$), as well as the BPNS subscale - satisfaction of the need for competence ($r(150) = +0.68, p < .01$), while a moderate positive correlation was found between the variables of overall satisfaction and the BPNS subscale – satisfaction of the need for relatedness ($r(150) = +0.48, p < .01$).

A high positive correlation was also found between the variables of intrinsic satisfaction and satisfaction of the need for autonomy ($r(150) = +0.75, p < .01$), as well as intrinsic satisfaction and satisfaction of the need for competence ($r(150) = +0.68, p < .01$), while there is a moderate positive correlation between intrinsic job satisfaction and the satisfaction of the need for relatedness ($r(150) = +0.45, p < .01$).

Extrinsic job satisfaction is highly positively correlated with satisfaction of the need for autonomy ($r(150) = +0.72, p < .01$) and satisfaction of the need for competence ($r(150) = +0.62, p < .01$), while it is moderately positively correlated with the satisfaction of the need for relatedness ($r(150) = +0.42, p < .01$).

Hence, the hypothesis was confirmed that the highest degree of correlation was determined between the degree of satisfaction of the need for autonomy and job satisfaction, followed by the satisfaction of the need for competence and job satisfaction, while the lowest, albeit moderately high, was the correlation between the satisfaction of the need for relatedness and job satisfaction. These results point to the importance of satisfaction of psychological needs for the overall job satisfaction – the more satisfied they are, the more likely employees will be satisfied with their job and vice versa, if they are satisfied to a lesser extent, the greater the possibility that job satisfaction will be lower.

Table 2: Illustration of job satisfaction through intrinsic and extrinsic factors and fulfillment of basic psychological needs

| | Job satisfaction | Job satisfaction – intrinsic factors | Job satisfaction – extrinsic factors | Fulfillment of psychological needs |
|--------------------------------------|------------------|--------------------------------------|--------------------------------------|------------------------------------|
| Job satisfaction | 1 | .963** | .950** | .732** |
| Job satisfaction – intrinsic factors | | 1 | .838** | .710** |
| Job satisfaction – extrinsic factors | | | 1 | .667** |
| Fulfillment of psychological needs | | | | 1 |

**Correlation significant at the level 0.01 (2-tailed).

Table 3: Illustration of job satisfaction through subscales – basic psychological needs

| | Job satisfaction | Intrinsic satisfaction | Extrinsic satisfaction | Need satisfaction autonomy | Need satisfaction competence | Need satisfaction relatedness |
|---------------------------------|------------------|------------------------|------------------------|----------------------------|------------------------------|-------------------------------|
| Job satisfaction | 1 | .963** | .950** | .775** | .679** | .479** |
| Intrinsic satisfaction | | 1 | .838** | .755** | .678** | .447** |
| Extrinsic satisfaction | | | 1 | .723** | .617** | .422** |
| Need satisfaction – autonomy | | | | 1 | .726** | .591** |
| Need satisfaction – competence | | | | | 1 | .610** |
| Need satisfaction – relatedness | | | | | | 1 |

**Correlation significant at the level 0.01 (2-tailed).

H2: Perceived support for employee autonomy is related to job satisfaction – the higher the perceived support for employee autonomy, the more satisfied they are with their job.

A very high positive correlation was found between the variables of overall job satisfaction and work climate ($r(150) = +0.82, p < .01$) given in Table 4, which shows that the growth of the perceived support for employee autonomy also drives the increase in the degree of job satisfaction. Extrinsic job satisfaction is very highly correlated with work climate ($r(150) = +0.82, p < .01$), as well as intrinsic job satisfaction ($r(150) = +0.76, p < .01$). Hence, work climate, i.e., perceived support for employee autonomy is very highly correlated with extrinsic and intrinsic satisfaction, as well as overall job satisfaction.

H3: Job satisfaction differs depending on the content of the job, i.e., among employees in different positions.

One-factor analysis of variance (ANOVA) was employed to investigate the influence of job position on

job satisfaction. The obtained results illustrated in Table 5 show that there is a difference among employees $F(3,146) = 3.71, p < 0.05$, while the subsequent Bonferroni test revealed differences between managers and waiters, as well as between managers and hotel housekeeping and technical maintenance staff. Managers (AS = 3.97) and receptionists (AS = 3.94) are significantly more satisfied with their jobs than workers in maintenance service (AS = 3.39) and waiters (AS = 3.42).

H4: There is a difference in job satisfaction depending on the type of job – employees in managerial positions are more satisfied with their jobs compared to other employees.

In Table 6, the results of one-factor analysis of variance (ANOVA) show that there is a difference $F(3,146) = 3.71, p < 0.05$ in the degree of job satisfaction among respondents in different job positions. A subsequent Bonferroni test revealed a statistically significant difference between managers and hotel housekeeping and technical maintenance staff. Managers (AS = 3.97) and receptionists

Table 4: Illustration of the relationship between perceived autonomy support and job satisfaction

| | Job satisfaction | Job satisfaction – intrinsic factors | Job satisfaction – extrinsic factors | Work climate – autonomy support |
|--------------------------------------|------------------|--------------------------------------|--------------------------------------|---------------------------------|
| Job satisfaction | 1 | .963** | .950** | .823** |
| Job satisfaction – intrinsic factors | | 1 | .838** | .765** |
| Job satisfaction – extrinsic factors | | | 1 | .821** |
| Work climate – autonomy support | | | | 1 |

** Correlation significant at the level 0.01 (2-tailed).

Table 5: Illustration of the influence of job position on job satisfaction

| | | ANOVA | | | | |
|------------------|----------------|----------------|-----|-------------|-------|------|
| | | Sum of squares | df | Mean square | F | Sig. |
| Job satisfaction | Between groups | 8.311 | 3 | 2.770 | 3.714 | .013 |
| | Within groups | 108.916 | 146 | .746 | | |
| | Total | 117.227 | 149 | | | |

| | | N | Mean | Std. deviation | | |
|------------------|--|------------|--------|----------------|-----|--------|
| Job satisfaction | Receptionist | 32 | 3.9356 | .66628 | | |
| | Waiter | 13 | 3.4223 | .69318 | | |
| | Hotel housekeeping and technical maintenance staff | 21 | 3.3890 | 1.18963 | | |
| | Managers | 84 | 3.9729 | .85787 | | |
| | Total | 150 | 3.8355 | .88699 | | |
| Groups | | Mean value | SD | F | df | p |
| Job satisfaction | Receptionist | 3.94 | 0.66 | 3.714 | 3 | 0.013* |
| | Waiters | 3.42 | 0.69 | | 146 | |
| | Hotel housekeeping and technical maintenance staff | 3.39 | 1.19 | | | |
| | Managers | 3.97 | 0.86 | | | |

* Correlation significant at the level 0.05 (2-tailed).

(AS = 3.94) are significantly more satisfied with their job compared to hotel housekeeping and technical maintenance staff (AS = 3.39).

Conclusion

In accordance with the postulates underlying self-determination theory that served as the basis of this paper, it was established that satisfaction of basic psychological needs and a conducive work environment have a positive effect on the outcomes of work.

In the context of basic psychological needs, the results of the research showed that the highest degree of correlation was determined between the degree of fulfillment of the need for autonomy and job satisfaction, then between the fulfillment of the need for competence and job satisfaction, while the lowest, albeit moderately high, was the correlation between the fulfillment of the need for relatedness and job satisfaction. These results indicate the importance of fulfillment of psychological needs for the overall job satisfaction – the more fulfilled they are, the more likely employees will be satisfied with their job and vice versa; if they are fulfilled to a lesser extent, the greater the possibility that job satisfaction will be lower. The hypothesis that there are differences in the degree of job satisfaction depending on the type of job was corroborated. Work assignments that encourage freedom of speech, creativity and variety enable greater fulfillment of basic psychological needs contributing thereby to greater job satisfaction. Given that similar differences were found also in the degree of fulfilment of basic psychological needs for autonomy, competence and relatedness, we can infer that certain types of jobs enable a greater degree of

satisfaction of certain psychological needs, thus affecting overall job satisfaction (although general job satisfaction includes extrinsic and intrinsic factors). It is surprising that the level of job satisfaction among receptionists is almost equal to that of managers, bearing in mind that some of the extrinsic factors are more satisfied among managers than among receptionists. A possible explanation is that a high degree of job satisfaction in this group of employees stems at least partly from a higher degree of satisfaction of psychological needs.

In addition to the importance of fulfillment of basic psychological needs, it was determined that also the work climate created by autonomy-supportive management structures has a favorable effect on job satisfaction. Furthermore, where there is no support for autonomy, where employees feel an increased pressure from the management, where there is no respect for their opinions, initiative, creative potential, resulting in them feeling unfree and constrained, there is a greater possibility of being less satisfied with the job.

Job satisfaction is a complex and multidimensional phenomenon influenced by a combination of factors within the work environment and individual psychological structure. Understanding the interplay between basic psychological needs and work climate is crucial for determining the source of satisfaction with the job. In line with the results of this research, the recommendations for the Serbian hospitality industry involve improvement of facets of job that lead to a greater employee satisfaction contributing thereby to a greater work efficiency and a higher employee retention rate. In that sense, the following is proposed:

- Encouraging employee autonomy in performing tasks,
- Encouraging the development of skills and competencies,

Table 6: Illustration of job satisfaction in relation to the respondent’s job position

| | | Sum of squares | df | Mean square | F | Sig. |
|--------------------------|--|----------------|-----|-------------|--------|----------------|
| MSQ- Job satisfaction | Between groups | 8.311 | 3 | 2.770 | 3.714 | .013 |
| | Within groups | 108.916 | 146 | .746 | | |
| | Total | 117.227 | 149 | | | |
| | | | | N | Mean | Std. deviation |
| MSQ- Job satisfaction | Receptionists | | | 32 | 3.9356 | .66628 |
| | Waiters | | | 13 | 3.4223 | .69318 |
| | Hotel housekeeping and technical maintenance staff | | | 21 | 3.3890 | 1.18963 |
| | Managers | | | 84 | 3.9729 | .85787 |
| | Total | | | 150 | 3.8355 | .88699 |

- Creating a work environment that fosters team spirit, cooperation and mutual support,
- Open and transparent communication,
- Acknowledging and rewarding the achievements of employees. A sense of accomplishment contributes to a sense of competence and satisfaction.

These recommendations will aid hotel managers in creating an environment that supports employee satisfaction, increases their motivation and productivity, and contributes to better business results of hotel companies.

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