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## RELATIONSHIP AMONG WORK CONTRACT SATISFACTION, JOB SATISFACTION, AND PRODUCTIVITY: AN ANALYSIS IN HOTEL INDUSTRY IN CROATIA

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**Abstract:** *In the last couple of decades, non-standard forms of work contracts increase. Usually, non-standard work contracts are connected with higher job insecurity and lower level of job satisfaction which can lead to lower productivity. In accordance with that, the main aim of this research is to explore the correlation between job satisfaction, productivity, and satisfaction with a work contract in the hotel industry in Croatia. The research results are based on the primary data collected by the survey carried out in the hotel industry in Croatia during the summer season of 2018. An ANOVA test is used to achieve the objective and the purpose of the study and to test the set hypotheses. The main finding of this paper points to the conclusion that employees who achieve high productivity show greater satisfaction with the work contract and greater job satisfaction in all dimensions. The obtaining results in this scientific debate can be helpful for hotel managers for enhancing labor productivity.*

**Keywords:** *Work contract, Job satisfaction, Productivity, Hotel industry.*

**JEL Classification O15**

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## 1. INTRODUCTION

Changes in the European labor market and the increasing representation of non-standard work contracts (ILO, 2016) are a consequence of globalization, computerization, development of the service sector, changes in the workforce, and strong growth of the knowledge society. There are fewer permanent contracts and more flexible forms of work contracts are prevailing in the workforce (Kessler, 2018). Flexibility has an impact on the quality of work and employment, but also on the quality of life in general (Waaiker et al., 2017). That doesn't have to be a negative impact (Arthur & Rousseau, 1996; Marler et al., 2002). Part-time jobs, self-employment, or some other non-standard form of work contract can be attractive for both employers and individual employees and their families. Non-standard forms of work contracts give employers the flexibility to match the required number of people with the planned production (Pupavac, 2018) while employees get a chance to achieve better harmony between work and private life, greater life satisfaction, and better self-control. In order for non-standard forms of work contracts to be positive for all parties, they should be regulated in a socially acceptable way (Kulušić, 2009). All this points to the necessity to adapt employment law to emerging circumstances in the labor market. Also, there is a need to explore the impact of satisfaction with work contracts on job satisfaction and consequently on productivity.

Job satisfaction is directly related to more important types of job-related behaviors such as productivity (Kazanas, 1978), fluctuation (Clark, Georgellis & Sanfey, 2012), and absenteeism (Arnold et al., 2016). This kind of research has prevailed in the domestic and foreign scientific and professional literature. However, there is a lack of research on the relationship between satisfaction with a work contract, job satisfaction, and more important types of job-related behaviors. The purpose of this paper is to point out how important it is for the workers to be satisfied with their contract regarding their job performance and their satisfaction.

The shift from standard to non-standard work contracts raises the question about their effects on work productivity. Accordingly, this research aims to find answers to the following three questions:

- *Is there a connection between work contract satisfaction and job satisfaction?*
- *Is there a connection between job satisfaction and work productivity?*
- *Is there a connection between work contract satisfaction and work productivity?*

Accordingly, this paper investigates the relationship between work contract satisfaction, job satisfaction, and work productivity in the Croatian hotel industry. As the economic growth of Croatia depends on the hotel industry in which non-standard work contracts dominate, this is more of a reason to analyze employee satisfaction with the work contract and the impact of the level of satisfaction with the work contract on job satisfaction and work productivity (Rezagholi, 2018).

## 2. LITERATURE REVIEW

A work contract establishes an employment relationship – permanent or fixed-term employment contracts. Učur (2017) points out that a fixed-term work contract is a non-standard work contract according to labor law theory and labor legislation. According to Aldrich and Ruef (2006), most organizations have core employees on permanent contracts with a flexible supply of temporary workers. In this way, organizations try to adapt the workforce according to the economic climate and reduce costs. A recent study (OECD, 2015) of standard (permanent contract) and non-standard forms of work contracts (part-time contract, fixed-term contract, self-employed) that included 26 OECD countries confirms the growing trend of non-standard forms of work contracts. 43 million people were part-time employed across the European Union in 2018 (10.5 million men

and 32.5 million women). This is 4.8 million more than ten years ago (<https://www.pesnetwork.eu/2019/11/05/lmb5-part-time-employment>). As precarious work (Standing, 2011) is associated with non-standard forms of work contracts, it seems appropriate to focus the research on satisfaction with work contracts as a factor that determines job satisfaction and more important types of work-related behaviors. There are likely to be differences in terms of job satisfaction and productivity between standard and non-standard contract employees.

For example, Petilliot (2016) explores the importance of the type of work contract to the satisfaction of agency workers. De Cuyper et al. (2008) find that workers who are employed on flexible contracts, such as fixed-term contracts, agency contracts, and seasonal contracts, on average report a lower level of job satisfaction as a group than workers who are employed on a permanent contract. Chadi & Hetschko (2016) provide evidence that employees with a fixed-term contract are significantly less satisfied with their job than employees with a permanent contract.

Job satisfaction can be defined as a positive attitude about the job, which arises from the assessment of the characteristics of that job (Robbins & Judge 2019). Vroom (1964), Yi (2008), Lee, Tan & Javalgi (2010), Chen and Silverthorne (2008), Zimmerman and Darnold (2009), and Dizgah, Chegini & Bisokhan (2012) proved that job satisfaction leads to higher work productivity. Job satisfaction is a multidimensional and multidisciplinary concept that encompasses the emotional state, attitudes, feelings, or level of well-being that individual associates with their employment, which, in turn, stems from a greater or lesser discrepancy with previous or current employee expectations regarding bonuses, and the importance of their workplace, as well as the extent to which their expectations are effectively met (Sánchez & Sánchez, 2017). Measuring job satisfaction is important because of the cost of dissatisfaction manifested through a fluctuation, absenteeism, and reduced work productivity.

According to the claims with which respondents should have expressed the degree of their agreement/disagreement, research hypotheses have been set:

**H1:** There is a significant effect of work contract satisfaction on job satisfaction.

**H2:** There is a significant effect of work contract satisfaction on work productivity and *vice versa*.

**H3:** There is a significant effect of job satisfaction on work productivity and *vice versa*.

### 3. METHODS

In this scientific discussion, satisfaction with a work contract (WCS) is measured by the statement, *I am satisfied with the existing work contract* (De Cypper & De Witte, 2006). Employees were asked to rate the statement on a five-point Likert scale ranging from “1-Strongly disagree” to “5-strongly agree”.

Job satisfaction for the purposes of this research will be measured using five statements (particles). A typical statement is “*Most of the working time I feel enthusiastic about my job*”.

The reliability of the measuring instrument was analyzed using Cronbach’s alpha coefficient, which was 0.816. This value (cf. Table 2) suggests good internal consistency and stability of the factors and high-scale reliability.

In order to gain insight into the performance of each employee, a method of self-evaluating was applied. The surveyed employees should evaluate their own work with a score of 1 to 5 and assess which assessment their superiors, their colleagues, and guests would rate their performance (Pupavac, 2020).

**Table 1.** Operationalization of job satisfaction construct

Literature	Construct	Particles	Ordinal scale type
Kim, Price, Mueller & Watson, 1996; Gutić, Hak, Kuzmanović, 2016	Job satisfaction	<ol style="list-style-type: none"> <li>1. Most of the working time I feel enthusiastic about my job.</li> <li>2. I have been appropriately rewarded for my work</li> <li>3. I enjoy working in this hotel company because I feel I can learn a lot.</li> <li>4. My superiors are always available and ready to help.</li> <li>5. The hotel company in which I work has an appropriate and fair human resources policy.</li> </ol>	Likert scale (1-5)

**Table 2.** Reliability of the measuring scale

	Mean if - deleted	Var. if - deleted	StDv. if - deleted	Itm-Totl - Correl.	Alpha if - deleted
Elan	14,12168	12,37679	3,518066	0,575613	0,789405
Reward	14,66372	11,20550	3,347461	0,592843	0,785732
Enjoy_W	14,25664	11,31467	3,363728	0,682948	0,757344
Supervisors_help	13,78097	12,12681	3,482356	0,548771	0,796719
Fer_HRMP	14,48673	11,30292	3,361982	0,639189	0,770003

Summary for scale: Mean=17,8274 Std.Dv.=4,17907 Valid N:452 Cronbach alpha: 0,816110

Standardized alpha: 0,817171 Average inter-item corr.: 0,474829

**Source:** Authors research

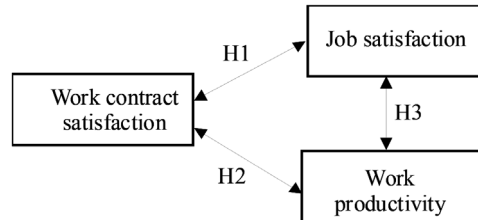
**Table 3.** Operationalization of productivity construct

Literature	Construct	Particles	Ordinal scale type
Martin & Whiting, 2016, p. 151	Productivity	<ol style="list-style-type: none"> <li>1. With what grade will you mark your work success in the preceding period?</li> <li>2. What do you think with which mark will your guest grade your work success?</li> <li>3. What do you think with which mark would your colleagues grade your work success?</li> <li>4. With which mark would your supervisor grade your work success?</li> </ol>	Grade from 1 to 5

In order to ensure the objectivity of the obtained data, the productivity will be shown as 1) high productivity (HP) – this stratum consists of employees who have rated their work with a grade 5, and believe that all other stakeholders (guests, colleagues and superiors) would rate their performance same as they did; 2) moderate productivity (MP) - this stratum consists of employees who have rated their work lower than grade 5, and believe that all other stakeholders (guests, work colleagues and superiors would rate their performance with the same grade and 3) low productivity (LP) - this stratum consists of employees who have rated their work with a different score than the rating they feel other stakeholders (guests, colleagues and superiors) evaluated. In line with the previously mentioned, a conceptual research model is set (cf. Figure 1).

Field research was based on a survey questionnaire filled in by hotel industry employees. The questionnaire with 34 questions was used as the research instrument. The questionnaire was divided into six parts. The first part consisted of 7 questions about the socio-demographic characteristics of the respondents (sex, age, domicile, residence, education, type of contract, and union membership). The second part of the questionnaire consisted of 5 items focusing on attitudes toward working in the hotel industry. The first of five claims concerned the degree of satisfaction of employees with an existing employment contract. The third part of the questionnaire also consisted of five claims, relating to job satisfaction. The

fourth part of the seven-claims questionnaire measured work preoccupation. The fifth part of the seven-claims questionnaire measured the organizational commitment of hotel industry employees, while the sixth part of the questionnaire was tasked with assessing the work productivity of employees in the hotel industry. The survey was conducted in the period from May until October 2018. It was anonymous, employees had no obligations whatsoever in filling in the survey. 523 questionnaires were collected out of which 452 questionnaires were filled correctly. The structure of survey participants is given in Table 4.



**Figure 1.** Conceptual model of the relationship between work contract satisfaction, job satisfaction, and work productivity in the hotel industry

Source: Authors

**Table 4.** Demographic characteristics of the sample

Characteristics	Employees with a standard type of contract		Employees with a non-standard type of contract		Total	
	N	%	N	%	N	%
<b>Sex</b>						
Male	33	36,26	146	40,44	179	39,60
Female	58	63,74	215	59,56	273	60,40
Total	91	100,00	361	100,00	452	100,00
<b>Age</b>						
≤ 25	15	16,48	170	47,09	185	40,93
26-35	35	38,46	112	31,03	147	32,52
36-50	31	34,07	59	16,34	90	19,91
50+	10	10,99	20	5,54	30	6,64
Total	91	100,00	361	100,00	452	100,00
<b>The place of work and residence</b>						
Same	71	78,02	151	41,83	222	49,12
Different	20	21,98	210	58,17	230	50,88
Total	91	100,00	361	100,00	452	100,00
<b>Level of Education</b>						
Elementary school	8	8,79	13	3,60	21	4,65
Secondary school 3 years	24	26,37	112	31,02	136	30,09
Secondary school 4 years	34	37,36	186	51,52	220	48,67
Faculty	25	27,47	50	13,85	75	16,59
Total	91	100,00	361	100,00	452	100,00
<b>Type of contract</b>						
Full time	91	100,00	-	-	91	20,13
Part-time (full-time schedule)	91	100,00	308	85,32	308	68,14
Part-time (less than full-time schedule)			9	2,49	9	1,99
Civil contracts, students			33	9,14	33	7,33
Self-employment			2	0,55	2	0,44
Independent contractors			7	1,94	7	1,54
Cash paid job			2	0,55	2	0,44
Total			361	100,00	452	100,00
<b>Member of Unions</b>						
Yes	23	25,27	30	8,31	53	11,72
No	68	74,73	331	91,69	399	88,28
Total	91	100,00	361	100,00	452	100,00

Source: Authors research

#### 4. RESULTS

Strong, competitive profiled companies in the hotel industry base their success on professional, trained, motivated, and satisfied employees. Due to the pronounced seasonal character of the work and the need for a significant number of seasonal workers, satisfaction with the employment contract seems to be a fundamental prerequisite for the satisfaction and motivation of employees. Satisfied and motivated employees will show positive behavior towards work. The results of the survey (Table 5) suggest that there is a neutral contract satisfaction among employees in the hotel industry ( $M=3.48$ ;  $SD=1.13$ ).

**Table 5.** Descriptive statistics of the contract satisfaction of employees in the observed sample

	Contract satisfaction-CS
MEAN case 1-452	3,48
MEDIAN case 1-452	4- Moderatly agree
SD case 1-452	1,13
VALID_N case 1-452	452
SUM case 1-452	1574
MIN case 1-452	1- Strongly disagree
MAX case 1-452	5- Strongly agree
_25th% case 1-452	3- Neither agree nor disagree
_75th% case 1-452	4- Moderately agree

**Source:** Authors research

Based on data in Table 5, it is clear that the first quarter of respondents strongly disagree or disagree with the statements. Last quarter fully agree and half of the employees are neutral (neither agree, nor disagree) or moderately agree with these statements. The median value (moderately agree) suggests that 50% of surveyed employees show a low level of satisfaction with the existing work contract.

Park and Kang (2017) found that the average level of job satisfaction of non-standard workers is lower than that of standard workers. The results of our research (cf. Table 6) confirmed the existence of a statistically significant difference in satisfaction with the work contract between employees with standard work contracts ( $M = 3.75$ ) and employees with non-standard work contracts ( $M = 3.41$ ;  $t = 2.6$ ;  $p = 0.009$ ).

**Table 6.** T-test results

T-tests; Grouping: Work contract Group 1: Standard 2: Non-standard											
	Mean (std)	Mean (non std)	t-value	df	p	Valid N (std)	Valid N (non std)	Std Dev. (std)	Std Dev. (non std.)	F-ratio Variances	p Variances
CS	3,75	3,41	2,60	450	0,009	91	361	0,99	1,16	1,36	0,07

**Source:** Authors research

The results show that workers with a standard contract are on average more satisfied with their job than those with a non-standard contract.

#### 5. DISCUSSION

In order to verify the hypothesis, an ANOVA test was carried out. It should confirm or reject the hypothesis with 95% of reliability.

H1: There is a significant effect of work contract satisfaction on job satisfaction.

Labor market theory shows temporary employment to have a conspicuous negative influence on job satisfaction (Waijjer et al., 2017). Based on the data in Table 7, it is evident that when satisfaction with the work contract increases, the degree of employee satisfaction with work in the hotel industry also increases. Since the p-value is less than the significance level of 0.05, the H1 hypothesis is accepted.

**Table 7.** ANOVA work contract satisfaction and job satisfaction

LS Means, Wilks lambda=.63240, F(20, 1470,2)=10,892, p=0,0000 Effective hypothesis decomposition						
WCS	Elan	Reward	Enjoy_W	Supervisors_help	Fer_HRMP	N
Strongly disagree	M=3,34 SE=0,17	M=2,17 SE=0,19	M=2,55 SE=0,18	M=3,48 SE=0,19	M=2,31 SE=0,18	29
Moderately disagree	M=3,21 SE=0,12	M=2,27 SE=0,13	M=3,13 SE=0,12	M=3,75 SE=0,13	M=2,60 SE=0,12	61
Neither agree nor disagree	M=3,49 SE=0,08	M=2,70 SE=0,09	M=3,30 SE=0,09	M=3,83 SE=0,09	M=3,01 SE=0,09	112
Moderately agree	M=3,84 SE=0,07	M=3,54 SE=0,08	M=3,71 SE=0,07	M=4,16 SE=0,08	M=3,60 SE=0,07	163
Strongly agree	M=4,19 SE=0,10	M=3,98 SE=0,11	M=4,29 SE=0,10	M=4,49 SE=0,11	M=4,12 SE=0,10	87

**Source:** Authors research

Employees who show the highest degree of satisfaction with the employment contract also show the highest job satisfaction in all dimensions. In the first place, they emphasize the willingness of superiors to help them (M = 4.49), enjoy work (M = 4.29), feel enthusiastic about work (M = 4.19), and believe that the hotel company pursues a fair HRM policy (4.12). They are the least satisfied with the reward (M = 3.98). However, their average rating according to this statement is significantly higher compared to all other employees who show lower satisfaction with the current work contract.

**H2:** *There is a significant effect of work contract satisfaction on work productivity and vice versa.*

To test hypothesis H2, it was first necessary to classify the surveyed employees in the hotel industry into three groups according to work productivity (cf. Table 8).

**Table 8.** Work productivity in the Croatian hotel industry

Frequency table: Productivity				
	Count	Cumulative - Count	Percent	Cumulative - Percent
High productivity	77	77	17,0354	17,0354
Normal productivity	152	229	33,6283	50,6637
Low productivity	223	452	49,3362	100,0000

**Source:** Authors research

Afterward, it was possible to test hypothesis H2 by the method of variance analysis. The analysis of variance revealed significant differences in the level of satisfaction with the work contract with regard to the productivity of employees (cf. Table 9).

Based on Table 9, it can be seen that employees with the highest productivity show the highest level of satisfaction with the work contract (M = 3.83), while employees with the lowest productivi-



ty show the lowest level of satisfaction with the contract ( $M = 3.35$ ). As the observed differences are statistically significant, which is confirmed by the low p-value ( $p = 0.006$ ), hypothesis H2 is accepted with 95% confidence.

**Table 9.** ANOVA work productivity and work contract satisfaction

Productivity; LS Means Current effect: $F(2, 449)=5,1401, p=.00621$ Effective hypothesis decomposition						
	Productivity	WCS - Mean	WCS - Std.Err.	WCS - -95,00%	WCS - +95,00%	N
1	HP	3,831169	0,128380	3,578869	4,083469	77
2	MP	3,493421	0,091374	3,313848	3,672994	152
3	LP	3,354260	0,075438	3,206005	3,502516	223

**Source:** Authors research

**H3:** *There is a significant effect of job satisfaction on work productivity and vice versa.*

Job satisfaction significantly and positively affects the performance of employees (Bragas & Riyanto, 2020). Based on the data in Table 10, it is evident that employees who achieve high productivity also show the greatest job satisfaction in almost all dimensions. Only in the dimension where they needed to grade willingness to help their manager, employees who show moderate productivity show greater satisfaction ( $M = 4.25$  vs.  $M = 4.12$ ). The reason for this probably lies in the fact that they need more help in performing their tasks.

**Table 10.** ANOVA work productivity and job satisfaction

Productivity; LS Means, Wilks lambda= $95230, F(10, 890)=2,2019, p=.01590$ Effective hypothesis decomposition						
Productivity	Elan - Mean	Reward - Mean	Enjoy_W - +95,00%	Supervisors_help - Mean	Fer_HRMP - Mean	N
HP	3,922078	3,389610	3,915667	4,129870	3,584416	77
MP	3,697368	3,256579	3,881588	4,250000	3,440789	152
NP	3,636771	3,022422	3,580691	3,878924	3,188341	223

**Source:** Authors research

Since the p-value is less than the significance level of 0.05, the H3 hypothesis is accepted.

## 6. CONCLUSION

The increase of non-standard flexible forms of work is a contemporary phenomenon in the EU labor market too. Non-standard forms of work refer to work without long-term security. This type of work is most prevalent in activities that include catering, transportation, and other activities in the hotel and entertainment industry, agriculture, construction, and retail. Non-standard forms of work contracts don't *a priori* refer to bad jobs, and for some employees, they are often desirable. Accordingly, satisfaction with the existing work contract becomes a very important issue for both employees and employers. Satisfaction with the existing work contract increases desired behavior and decreases employee-related counterproductive behavior. The results of the research conducted in the hotel industry in Croatia confirmed that employees who show a higher degree of satisfaction with the work contract at the same time show above-average job satisfaction. The results of the research also confirmed the strong connection between satisfaction with the work contract and labor productivity. Namely, employees who achieve the highest labor productivity show the greatest satisfaction with the work contract. The opposite is also true. As the level of satisfaction with the work contract increases, so does employee productivity. Finally, this scientific discussion also confirmed the existence of the connection between job satisfaction and labor productivity.

The limitation of this research is the sample size structure in which employees with non-standard employment contracts are predominate. Future studies can address the effects of different types of non-standard contracts on labor productivity in the hotel industry.

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