

## **MOTIVATION FOR EMPLOYMENT IN HOSPITALITY INDUSTRY**

**Elna Sivac<sup>1</sup>**  
**Mersiha Dudić<sup>2</sup>**  
**Amra Čaušević<sup>3</sup>**  
**Edin Hrelja<sup>4</sup>**  
**Tena Božović<sup>5</sup>**

DOI: 10.35666/25662880.2023.9.113

UDC: 640.4:005.583.1(497.6)

**Abstract:** The paper uses a quantitative research approach, including data matching through an online survey. The survey contained 30 questions. The survey link was distributed to respondents via e-mail and social networks. The research was conducted during November and December of 2022. The convenience sample included 107 respondents, citizens of Bosnia and Herzegovina. The paper aims to investigate the motivation for working in the hospitality sector (hotels and resorts), that is, the problems, advantages, and disadvantages of working there. The research results showed that the respondents would work in the tertiary sector, including the hotel industry. The greatest interest is in the positions of marketing and sales, reception, and reservations. Jobs such as room maintenance, technical maintenance, and serving food have the least interest. The majority (72%) of respondents had no experience in catering. 40.2% of the respondents claim they are well-versed in technologies, and 46.7% believe they are excellent at communicating with people.

**Keywords:** motivation; employment; hotel industry; restaurant industry; Bosnia and Herzegovina

## **INTRODUCTION**

In recent years, tourism has become one of the most vital and fastest-growing economic sectors in Bosnia and Herzegovina. Tourism is an economic branch that records constant annual growth in Bosnia and Herzegovina, which has brought Sarajevo, but also Bosnia and Herzegovina, to the very top of the list of the fastest-growing tourist destinations in Europe. However, there is little investment in tourism in Bosnia and Herzegovina, especially in personnel, although tourism could become a strategic economic branch

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<sup>1</sup> Master's student, Department of Geography, Faculty of Science, University of Sarajevo, Zmaja od Bosne 33 – 35, 71000 Sarajevo, [elnasivac@outlook.com](mailto:elnasivac@outlook.com)

<sup>2</sup> Master's student, Department of Geography, Faculty of Science, University of Sarajevo, Zmaja od Bosne 33 – 35, 71000 Sarajevo, [mersihadudis9@gmail.com](mailto:mersihadudis9@gmail.com)

<sup>3</sup> Associate Professor, Department of Geography, Faculty of Science, University of Sarajevo, Zmaja od Bosne 33 – 35, 71000 Sarajevo, [amra.causevic@pmf.unsa.ba](mailto:amra.causevic@pmf.unsa.ba)

<sup>4</sup> Associate Professor, Department of Geography, Faculty of Science, University of Sarajevo, Zmaja od Bosne 33 – 35, 71000 Sarajevo, [edinhrelja@pmf.unsa.ba](mailto:edinhrelja@pmf.unsa.ba)

<sup>5</sup> Assistant Professor, Department of Geography, Faculty of Science, University of Sarajevo, Zmaja od Bosne 33 – 35, 71000 Sarajevo, [tena.bozovic@pmf.unsa.ba](mailto:tena.bozovic@pmf.unsa.ba)

that will contribute to economic growth, economic prosperity, and the development of the national economy (Čaušević, 2020; Čaušević, Mirić, Avdić, Avdić and Džaferagić, 2021; Čaušević, Mirić, Drešković and Hrelja, 2020).

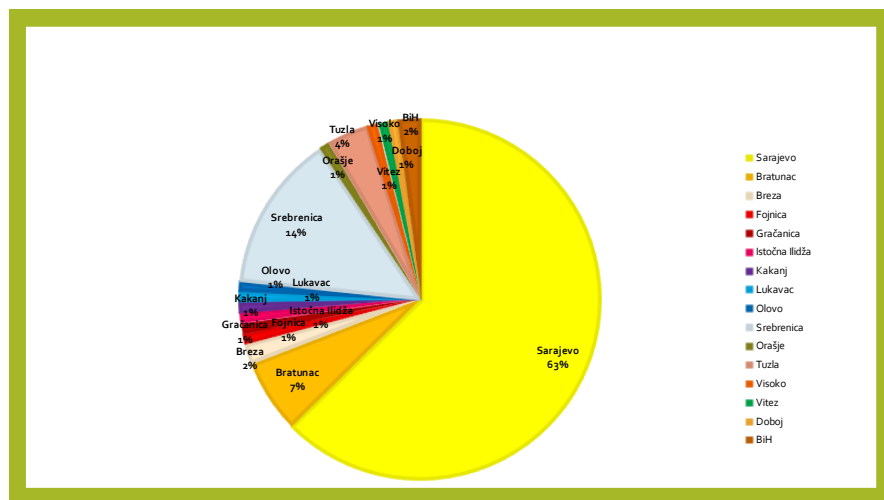
Tourism is an important sector for employment and is highly dependent on quality human resources capable of designing and delivering a competitive tourist offer. Tourism offers a wide range of employment opportunities, from the least demanding jobs to higher management positions, in different locations and various branches of this sector. These jobs contribute to the development of companies and tourist destinations themselves. They can also help people living in remote locations to return to the labor market, reduce unemployment and offer employment opportunities to everyone, regardless of age, skills, and previous experience. However, finding and retaining the right personnel remains a challenge for the sector, compounded by demographic trends and other influences that are reducing the available labor pool in some countries. Human resources and the labor market represent one of the most important challenges for Bosnia and Herzegovina. However, the basic finding is that neither human resources nor the labor market keeps pace with the development of tourism in Bosnia and Herzegovina (Radić, Peštek, Čatić, Tomin Vučković, Činjurević & Pale, 2021).

In the first quarter of 2022, more than 3,700 job ads and over 8,600 jobs were published on the MojPosao.ba portal, and the largest number of ads were related to the IT industry, catering, and tourism. Positions in tourism and catering have become in demand and popular throughout the year, and not only seasonally, as was the case before (N1 TV, 2022).

A dynamic environment and the fact that you are constantly in contact with different people is considered the main advantage of working in the hospitality industry. That should be supplemented with the fact that catering workers are extremely kind due to their job description, which improves their personal qualities. Given that it is a service activity, it is clear why kindness is always insisted on. Knowledge of at least one foreign language is mandatory for every hospitality worker, which is one advantage of working in the hospitality industry because of the need to invest indirectly in additional education. One of the disadvantages of working in the hospitality industry is that, in most cases, hospitality workers complain that they are constantly on their feet, which is particularly tiring for them physically. In addition, working hours, which are usually late into the night, and frequent trips, which affect the quality of life of the individual and his environment, can also be classified as a disadvantage of working in the hospitality industry (Oxford Academy, 2019). From the above, it can be concluded how important human resources are for developing tourism in Bosnia and Herzegovina.

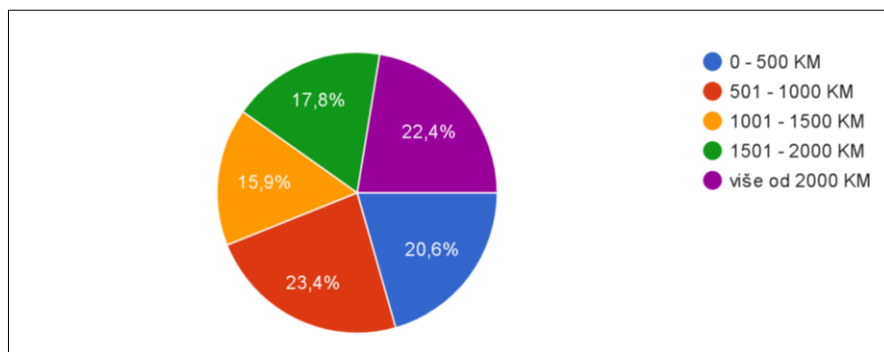
## METHODOLOGY AND RESEARCH RESULTS

The paper used a quantitative research approach, including data matching through an online survey. The survey contained 30 questions. The survey link was distributed to respondents via e-mail and social networks. The research was conducted during November and December of 2022. The convenience sample included 107 respondents, citizens of Bosnia and Herzegovina. The paper aims to investigate the motivation for working in the hospitality sector (hotels and restaurants), that is, the problems, advantages, and disadvantages of working there. Descriptive statistics were used in the analysis and interpretation of the obtained data. The first part of the survey referred to the demographic characteristics of the respondents. The largest number of respondents were female, 72.9%, while 27.1% were male. When it comes to the highest level of education, the largest number of respondents indicated high school (46.7%), primary education (30.8%), and higher education (18.7%). The largest number of respondents is in the age group up to 20 years (54.2%), followed by 29.9% of respondents aged 21-25 years. The next question was about educational orientation, where the majority of respondents indicated tourism (20%), tourism and environmental protection (16%), and catering (11%).



**Fig. 1.** Place of residence  
Source: Research results, 2022.

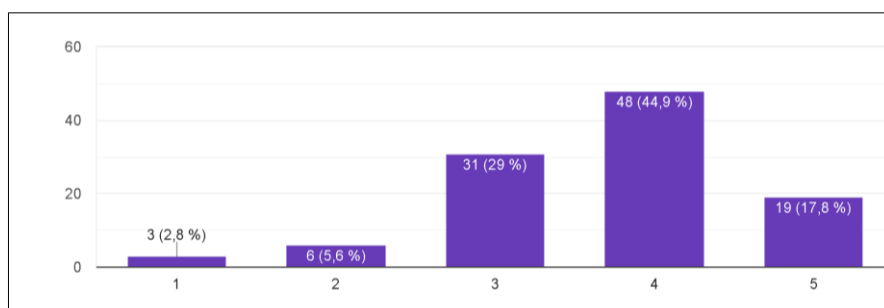
Fig. 1 shows that the largest number of respondents is from Sarajevo, 63%, and Srebrenica, 14%.



**Fig. 2.** Monthly household income  
Source: Research results, 2022.

The largest number of respondents have a monthly income of 500 to 1,000 BAM (23.4%), while 22.4% have a monthly income of over 2,000 BAM.

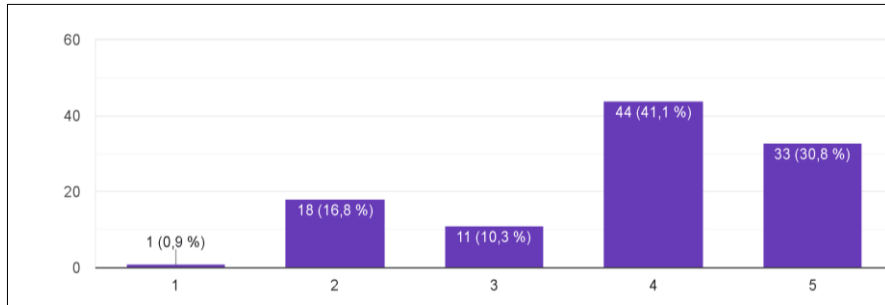
Regarding the current work status, the largest percentage of respondents are pupils (42.1%), followed by students (36.4%), and 15.9% are employed. The largest number of respondents would like to work in the tertiary sector (education, healthcare, tourism, and administration), namely 93.5%.



**Fig. 3.** Satisfaction with current job/school  
Source: Research results, 2022.

When asked how satisfied they are with their current job, i.e., the school they attend (where 1 means I am not satisfied, 2 - acceptable, 3 moderately satisfied, 4 - very satisfied, and 5 - delighted), the largest number of respondents (44.9%) answered that they are very satisfied, while 29% gave a rating of 3 (moderately satisfied) and 17.8% of the respondents are delighted with their current job or school.

To the question "How good are you at communicating with people" the largest percentage of respondents answered that they are excellent at communication (46.7%) and very good at communication (38.3%). The largest number of respondents believe that teamwork at work/school is indispensable (45.8%) and very important (34.6%). The majority of respondents (81.3% in total) gave ratings of 4 and 5 to the question "How well do you handle technology" (that is, they are very well and very well versed in technology).

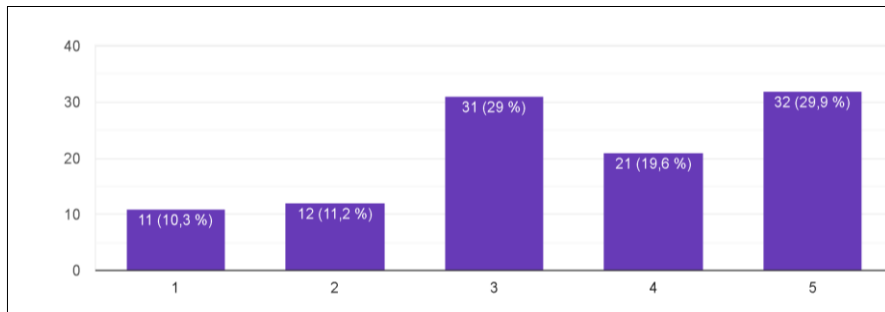


**Fig. 4.** Would you do a job that involves travel?

Source: Research results, 2022.

Graph 4 presents the answers to the question, "Would you do a job that involves travel?". The largest percentage of respondents (41.4%) answered yes (4), and 30.8% of respondents answered that travel is their priority (5).

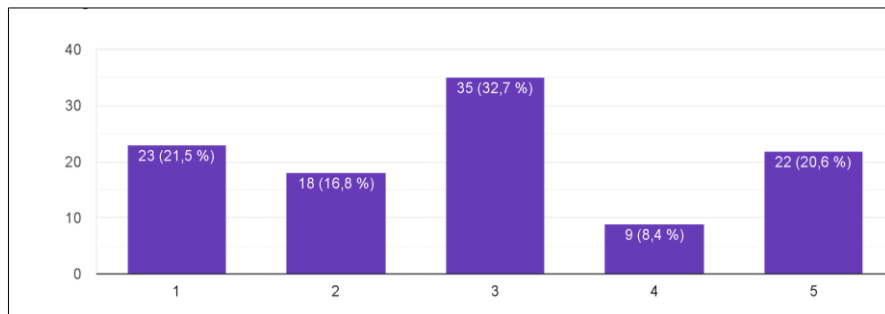
72% of respondents have no experience in the hospitality sector (hotel and restaurant industry), while 26.2% of respondents worked seasonally.



**Fig. 5.** How interested are you in working in the tourism sector?

Source: Research results, 2022.

The highest percentage of respondents, 29.9%, answered that they were extremely interested in working in the tourism sector, 29% of respondents answered that they were moderately interested, and 19.6% of respondents that they were very interested.

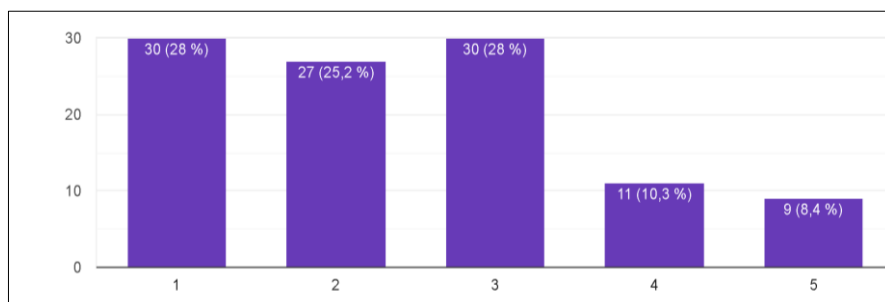


**Fig. 6.** How interested are you in working in the hospitality sector (hotel and restaurant industry)?

Source: Research results, 2022.

However, the respondents gave somewhat lower ratings than the previous question related to work in the tourism sector. Namely, 32.7% of respondents answered that they were moderately interested in working in the hospitality sector, while 21.5% of respondents answered that they were not interested in working in the hotel and restaurant industry. When asked which position in the hotel industry they would like to work in, more than half of the respondents, more precisely 52.3%, chose the position of marketing and sales, followed by reception and reservations. The smallest percentage of respondents want to work in the service of technical maintenance, security, and room maintenance. As the most important items in the business environment, respondents consider a pleasant working atmosphere, followed by a collegial relationship, opportunities for advancement, high salary, and job security.

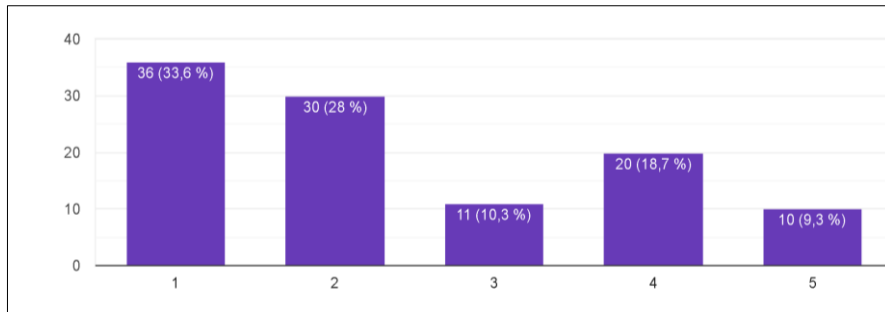
The following graph shows the respondents' answers to the question, "Would you change your current education/occupation for employment in the hotel industry?" (where 1 means I am not interested in the hotel sector, and 5 - yes, I would definitely change my current job).



**Fig. 7.** Would you change your current education/occupation for employment in the hotel industry?

Source: Research results, 2022.

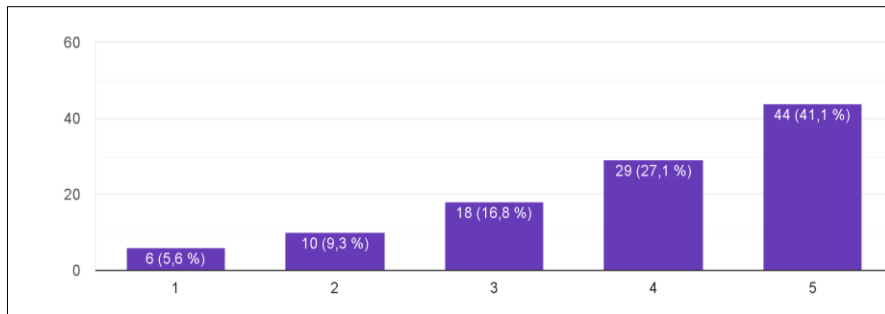
The largest number of respondents stated that they would not because they are not interested in the hotel sector or that they are not sure, while only 8.4% of respondents said that they would definitely change their current job to work in the hotel sector.



**Fig. 8.** Is working during holidays a problem for you?

Source: Research results, 2022.

The largest number of respondents would be bothered by working during holidays and would not work (33.6%), while 28% would also be bothered but would make an exception. 18.7% of respondents stated that they would work if they had to.



**Fig. 9.** How motivating is it for you to work in the seasonal period? Source: Research results, 2022.

The largest number of respondents do not mind working during the season and would work if they had to (73 respondents in total).

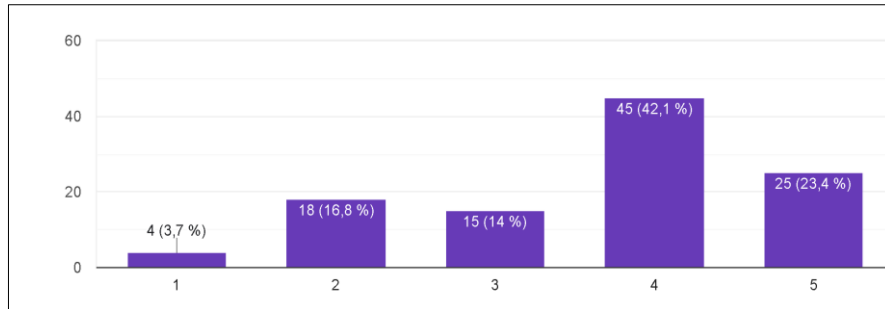


Fig. 10. Do you expect a great financial benefit from working in the hotel sector?  
Source: Research results, 2022.

From Graph 10, it can be concluded that respondents expect significant income (70 respondents). More than 50% of respondents (more precisely 52.4%) stated that they expect progress in their careers, i.e., advancement in positions in the hotel industry. Respondents said hotels should offer higher salaries, incentives during the season, and a balance between work in and off-season, to be desirable employers.

## CONCLUSION

Research shows that 70% of women are interested in work. The respondents are mostly from Sarajevo, but there are also a lot of respondents from other areas near Sarajevo. The survey was mostly taken by the younger population, up to 20 years old. Most respondents indicated that they would work in the tertiary sector, including the hotel industry. The greatest interest is represented in the positions of marketing and sales, reception, and reservations. Jobs such as room maintenance, technical maintenance, and serving food have the least interest. The majority (72%) of respondents had no experience in catering. 40.2% of the respondents claim they are well-versed in technologies, and 46.7% believe they are excellent at communicating with people.

The ambiance and collegial relationship are the most important for respondents (72%). The majority of respondents (42.1%) declared that they expect financial benefits from working in the hotel or restaurant industry. Of all the respondents, only 8.4% emphasized wanting to move to the hospitality sector, while 10.3% would move if they had to. Only 20.6% of respondents stated they are interested in the catering sector, while 32.7% are moderately interested. 29.9% of respondents are interested in working in the tourism sector; however, specifically in the hospitality industry, this number drops to 20%.



Employers should motivate the working population to work in the hospitality sector through monetary incentives and flexible working hours. These financial incentives can be in the form of a salary supplement for working during holidays or for overtime work during the season. It is also necessary to organize training on working in a hotel that will attract the population to highlight the advantages of working in the hotel industry, such as travel, meeting new people and cultures, etc.

The first limitation of the research is that the data was collected through an online survey, and only respondents with Internet access could participate. Also, the sample is small, and most respondents are from Sarajevo, so the results cannot be generalized for the whole of Bosnia and Herzegovina. It is recommended that the sample be larger and more diverse and that a qualitative research approach be included.

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