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**ORGANIZATIONAL CULTURE AS A MODERN PARADIGM FOR  
IMPROVING THE HOTEL'S OFFER**

*-Avtorezime of the doctoral dissertation-*

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*Avtorezime of the doctoral dissertation on the topic:*

*Organizational culture as a modern paradigm for improving the hotel's offer*

Culture is a social phenomenon and is usually associated with one nation or with a particular social group. It expresses material and spiritual values, a way of life, thinking and behavior. Culture contains a combination of language, art, religion, habits, practices, moral and ethical principles of behavior of people, members of a social group. With such polyvalent values, culture is deeply embedded in all spheres of social activities. Thus, today's business world pays great attention to shaping and nurturing culture within organizational systems as a condition for adjusting their activities to changes in the environment.

The ambient in which modern enterprises operate is characterized by marked dynamism and complexity. Its content is caused by turbulent changes in all spheres of the contemporary environment that affect society, the economy, enterprises and their functioning, but also on the attitudes and behavior of individuals. The impact of such changes is particularly present in the field of tourism and hotel business as its essential part.

Hotel enterprises face a number of challenges, among which the globalization and internationalization of tourism movements stand out, and they make the tourism market complex, sensitive and highly competitive. Global economic, social and political flows have a strong impact on the volume and structure of tourist needs, the level of tourist demand and the increased interest in new, alternative forms of tourism offer. Modern tourists are constantly looking for new motives, new services, new attractions and new tourist spots.

In such circumstances, the success of hotel companies depends on the competitive ability of hotel services. Among the elements that create the quality and

competitiveness of the hotel offer are the cultural elements of the hotel's operation. Although it is confirmed that culture is an inseparable part of every organization, it is crucial in the hotel industry. This significance stems from the character of tourism and hospitality. Namely, tourism is accepted as a complex whole from the socio-cultural relations, interactions and communications that occur between tourists, the tourist receptive and intermediary factor, and are related to the temporary and voluntary travel and stay of tourists in tourist resorts. In these established relations, the impacts of global changes on tourism and hospitality, as well as multidimensional influences of tourism and hospitality on all spheres of social life, come to light. The cultural influence is particularly prominent.

It can be said that in theory and practice, the view that tourism is nothing but a link between cultures is very often present, because, with travel of tourists and their stay in tourist places, their cultures travel and stay. There is no aspect of tourist interactions and communications that do not include culture. In fact, interactions and communications in tourism, but also in hotel tourism, are woven into different types, forms and ways of cultural contact and changes in the process of cultural penetrations, exchanges and interferences, known as acculturation.

Tourism contributes to building a special kind of culture that is characteristic of tourist resorts and the relationships between carriers of the tourist process, and it is called tourist culture. Within this framework, the organizational culture in the hotel enterprises is of particular importance, which is a crucial factor for creating the quality of the hotel offer.

It is expressed through the external and internal appearance of the hotel, the outward appearance of the employees, clothing and attitude towards guests, managerial styles and their attitude towards employees, gastronomic services and specialties, values for animation, information system and quality control of hotel services. All these components shape the identity of the hotel and the image it enjoys in front of the tourist

community. All this contributes to the culture to be one of the most important factors for successful, productive and efficient working in the hotel. Therefore, today's managers are becoming increasingly aware that maintaining the hierarchy and power are not the only problems in hotels and factors for achieving successful performance, but that they must be directed to people in the organization, because they are the key to creating a quality hotel offer. It is their task to create and maintain a hotel culture in which each employee identifies himself. This means that the formation of the organizational culture is a result of the skill of the whole hotel management.

Tourism and hotel management in Kosovo are relatively young businesses. The interest in their development emerges after the 1970s as a result of the undertaken initial activities in improving the road infrastructure and creating a material basis for tourism development. Today, this interest is more intense due to the benefits of tourism and hospitality on the growth of employment, the country's GDP growth and the development of the economy as a whole. Based on natural attractions and rich cultural diversity, Kosovo's tourism development is concentrated in several municipalities. Among them, the municipality of Pec is one of the most important and most attractive tourist regions in Kosovo. Its rich centuries-old cultural heritage and natural beauty and attractions make it especially interesting for foreign visitors.

There are many advantages, but also the weaknesses facing the hotel industry in Pec as a basis for the development of tourism. Opposite natural and cultural motives, gastronomic services and traditional dishes, hospitality of the population, opening of private schools and universities in the field of tourism and hospitality, involvement in projects of international organizations for increasing the capacities and quality of the employees in the field of hotel and tourism, there is insufficient level of quality road network, insufficient information on the market with the offer of hotels and tourist values of the municipality, lack of national program and tourism development, poor quality of hotel services, lack of specialized trained personnel, low labor mobility in

the hospitality and tourism in general, and the lack of necessary skills in management personnel in the hotels of the municipality of Pec. In order to reduce the weaknesses, there is a need to establish a positive culture in the hotels in Pec which will create an ambience for improving the communications in them, but also their relations with other providers of tourism services, development of creativity and innovation in creating a quality and comprehensive hotel offer.

The success of hotel companies on the international tourism market is based on the competitive ability of their offer achieved through the quality of hotel services. This conditionality stems from the character of the hotel product and the need for it to be shown to tourists and attract their attention and interest. Due to the specificity of the hotel offer, its quality is determined by the application of ISO standards, but also by the satisfaction of the guests that is determined by the overall operation of the hotel and the working climate in it. From the expertise of the employees as well as from the competence of the managers and their leadership capabilities, it depends on how the hotels can strategically perform on the market.

Previous studies of hotels in Kosovo and the municipality of Pec show weaknesses in the area of hotel staff. These weaknesses limit the capacity of hotels in this attractive municipality of Kosovo in three key areas:

- create strategies for market appearance,
- create a comprehensive and attractive offer,
- to achieve the competitiveness of hotel services.

Starting from this, the subject of scientific research in this doctoral dissertation are the core elements through which the organizational culture is built in hotel enterprises as one of the crucial factors for creating quality services in the hotel industry.

The main goal of the research is to see the influence of the cultural elements in the hotels on the achieved business performance in them. In doing so, give directions for

improving the organizational values with the use of which the hotels will be renowned not only in Peja, but also to contribute to the promotion of tourism in Kosovo. The influence of the organizational culture of hotels on the quality of the hotel offer will be investigated through an empirical research of the cultural values of the renowned Dukagjini Hotel and their effects on the hotel's business performance.

For the purpose of more extensive and more strongly processing of the defined subject of research and achieving the goal of this paper, the focus of the dissertation will be theoretical research of the concept of culture and its impact on the management of hotel activities. In order to achieve this, there is a need to process the essence and factors that make up the organizational culture as well as the forms through which the cultural elements are manifested. An emphasis will be placed on the analysis of cultural values in hotel enterprises and their connection to both the climate established in enterprises and cultural norms and values at the national level. As an especially important part, the paper will analyze the influence of sociolinguistic factors on the successful development of the hotel business.

Considering the fact that managers participate in establishing the values and behavior of the hotel, the research will cover several key elements such as: the leadership approach and styles applied in the hotel, the communication links that the managers establish within the hotel and communications with tourists, with special attention to intercultural communications that are established in the hotel industry. These researches will be followed by analysis of team work and the effects of its application in hotel business, the development of staff in hotels and the way of accessing existing and future visitors to the placement of the hotel offer. These researches will be strengthened by processing the approach to creativity and innovation as part of the hotel's cultural values with which managers will successfully lead and promote the business, creating sustainable supply competitiveness.

The findings gained from theoretical research will be confirmed through an empirical research of the extent to which the management of Dukagjini Hotel creates a work culture aimed at achieving the high quality of services offered. In order to obtain the most relevant results, research is conducted on the views of guests, managers and other hotel employees. This will determine how established and implemented cultural values, attitudes and manner of behavior of the employees influence the volume of the realized tourist turnover of the hotel as an indicator of the interest and satisfaction of the tourists from the hotel offer of Dukagjini, which influences the promotion of the tourist offer of Pec as an attractive tourist destination.

Based on the findings, conclusions will be drawn and recommendations for improvement of the culture of the hotels in Pec will be given and thus the improvement of the hotel operations and the realized effects.

During the preparation of this doctoral thesis, collecting, systematizing and analyzing available data, using a logically justified and scientifically funded approach. In the development of the subject of research the following scientific methods were used:

- The analytical method, represented throughout the whole work, which carries out the processing of the selected literature and analyzes the results obtained by empirical research;
- The quantitative and statistical method used to process the obtained data and determine the impacts of the cultural values of the hotels with their achieved performance.
- The obtained conclusions are explained by the descriptive method, which is used for research of materials and documents for the processed area.
- A comparative method is used to analyze the dynamics of tourist operations and visitors overnight stays.

The research uses the technique of interviewing and interviewing managers, employees and hotel guests using a structured questionnaire.

In the processing of the subject of research in the doctoral thesis and accomplishment of the set goal, the following basic hypothesis starts:

The establishment of a positive organizational culture enables to improve the hotel offer in the municipality of Pec.

Auxiliary hypotheses in the paper are:

\* In the analyzed hotel there is a climate of mutual respect and cooperation.

\*The hotel managers establish teamwork.

\*Managers create a climate of creativity and innovation in the hotel.

\*The hotel organizes permanent improvement of the knowledge and skills of the employees.

The development and proving of these hypotheses is realized by answering the following questions:

-What is the attitude of the managers towards the cultural value of the hotel and their power for the effective operation of the hotel

- whether and how many managers pay attention to the creation and cultivation of cultural values;

- how much attention is paid to the improvement of the knowledge and capabilities of all employees;

- how managers behave to the strategic problems caused by external stakeholders,

- how they relate to the hotel's staff and whether they respect their expertise and creativity to innovate hotel services;

- how many managers are active leaders;

- whether there is a climate of good interpersonal relations in the hotel;
- how many employees are motivated to work,
- whether the team operation as a significant organizational value is included in this hotel;
- what is the level of the linguistic factor for creating a quality offer;
- in which direction the attitudes, values and behavior of the hotel staff should be improved in order to ensure sustainable improvement of the hotel offer.

In developing the paper, relevant and contemporary literature is consulted by prominent experts, scientists and institutions in the field of management, tourism and catering. Official data from relevant sources from responsible institutions is also used. For the needs of the research, data from the empirical research of managers and employees of the hotel companies is Dukagjini in the municipality of Pec as well as tourists who have used the services of this hotel. The obtained data are systematized and presented through tables and graphs.

The content of the doctoral dissertation on the topic: "Organizational culture as a modern paradigm for improving the hotel's offer" is structured in the introductory part, theoretical-methodological approach in the research, four thematic heads and concluding observations.

The introductory part elaborates the actuality and significance of the issues that are investigated in the paper.

The first part will explain the justification of the topic and the methodological basis of the research as well as the hypotheses that need to be proved. In the second part, theoretical research on the concept of culture and its impact on managing the hotel activities is carried out. In order to achieve this, there is a need to process the essence and factors that make up the organizational culture as well as the forms through which the cultural elements are manifested. In this context, emphasis is

placed on the analysis of cultural values in hotel enterprises and their connection to both the climate established in enterprises and cultural norms and values at the national level. As a particularly important part, the paper analyzes the influence of sociolinguistic factors on the successful development of the hotel business. The focus of the processing in the third part is an analysis of the managers' ability to effectively manage the hotel's culture. For this purpose, the research includes several key elements such as: the leadership approach and styles applied in the hotel, the communication links that managers establish inside the hotel and communications with tourists, with special attention to intercultural communications that are established in the hotel industry. These researches complement the analysis of team work and the effects of its application in hotel business, the development of staff in hotels and the way of accessing existing and future visitors to the placement of the hotel offer. In the fourth part, creativity and innovation are processed as part of the hotel's cultural values, with which managers will successfully lead and promote the business, creating sustainable supply competitiveness.

Theoretical research is backed up and confirmed by an empirical research on the extent to which the management of Dukagjini Hotel creates a work culture aimed at achieving the high quality of services offered. In order to obtain the most relevant results, we conducted a survey of the views of guests, managers and other hotel employees. This determined how established and implemented cultural values, attitudes and behavior of the employees influence the volume of the realized tourist turnover of the hotel as an indicator of the interest and satisfaction of the tourists from the hotel offer of Dukagjini, which influences the improvement of the tourist offer of Pec as an attractive tourist destination.

In order to obtain relevant and statistically significant data on the satisfaction of tourists from the quality and assortment of hotel services, a survey was conducted for 90 domestic and 190 foreign tourists, of which 53% were male and 47% female

respondents. In order to obtain and process their views and opinions, the SERVQUAL method and the 5-point Likert scale were used, in which the alternative 1 corresponds to the weakest score and read "I completely disagree," 2 was "partially disagree", 3 for "I do not disagree, nor do I agree", 4 was "I agree" and the highest ranked was the 5th offered stance, which read "I completely agree." It has realized the gap between the expectations of the guests and their experience in the hotel offer.

Starting from the processed and analyzed answers obtained from the surveyed and interviewed managers, as well as the questionnaires of the employees and guests, the following important conclusions can be drawn:

- ✳ Managers as creators of the organizational culture in the hotel do not have a favorable professional preparation. Most of them have a higher education and the rest have secondary education. The general manager is a Master of Science in Economics. A small part of the other managers have professional training in the field of tourism and hospitality. It can be noted that the education of half of the managerial staff belongs to the natural sciences. The situation of the educational structure of the employees is similar. Most of them have a higher education, and a smaller part have higher education, while a third of them have secondary education. From this type of education, most employees do not have adequate education, and only 31% of them have adequate education in the field of tourism and catering.
- ✳ An analysis of the age structure of both managers and other hotel employees shows that most of them fall into the interval from 30 to 40 years, which indicates that there is a great opportunity for their further appropriate retraining and development of their abilities.

- ✳ Most managers see external change as the risks that they analyze and make decisions, and some managers are not able to take risks. None of the managers in such situations sees an area for a new opportunity to improve the hotel's offer. It can be said that this is one of the biggest weaknesses of the hotel's management staff.
- ✳ From the data obtained through the survey of the guests, it can be concluded that the quality of the offered hotel product is not satisfactory. Such an attitude is based on their statements that the professionalism of the hotel staff is not at a high level, which was mostly felt in the work of the reception service. Most of the interviewed guests have a neutral attitude regarding the quality of the restaurant's offer. In this regard, the opinion of the respondents regarding the content is hotel services, which, despite the higher value of the actual contents than those expected by the guests, the percentage of surveyed guests who give an average assessment as neutral in terms of the assortment of these services.
- ✳ Although the surveyed guests have a positive attitude to the employees' culture of behavior, there is still a large part of the respondents who have a neutral attitude towards this area of the hotel's work.
- ✳ Although the guests have a positive attitude to the quality of the hotel's propaganda materials, however, from the guests 'poll and managers' interviews, it can be noted that the hotel does not carry out sufficient promotional activities, in particular it does not lead permanent and quality public relations as a significant activity for the promotion of hotel operations.
- ✳ From the interview conducted by the managers of the hotel, it can be concluded that the hotel communicates with other hotels in the municipality of Pec for the purpose of joint promotional appearance at

the tourist fairs. However, there are no deep communication links with the tourism sector at the local administration of the Pec municipality, as well as with the tourism department of the Ministry of Trade and Industry.

- \* Most of the managers and other employees actively know two foreign languages that enable the promotion of hotel operations and the growth of foreign visitors. At the same time, it points to the conclusion that there is a possibility for good communication of the employees with the guests.
- \* From the answers of guests, as well as managers and other employees, it can be concluded that the hotel has a positive working atmosphere. The employees are satisfied with the attitude of the managers towards them, and from their engagement to create a climate of respect and cooperation among the employees. This confirms the first auxiliary hypothesis that: In the analyzed hotel there is a climate of mutual respect and cooperation.
- \* However, employees are not completely satisfied with the treatment of their expert ideas and suggestions with which they can contribute to the improvement of the quality of the hotel offer. The decisions for change and innovation of the offer are taken by the management on the basis of their own observations and very little on the basis of the views of the other employees. In this context is the situation with the use of the creativity of the employees. Managers are considered to be creative personalities, but most of them do not develop a climate of creativity and do not create an atmosphere of employee competition in creating creative solutions and proposing ideas. This eliminates the third-party hypothesis that: Managers create a climate of creativity and innovation in the hotel.

- ✳ Although managers, explaining the interview questions, responded that they believed in their employees and their ideas, they did not establish a climate of team decision making in the hotel and there is very little involvement of the employees in creating an attractive offer, which they indicate as managers' responses, and employee responses when interviewing them. The small percentage of team work and the low level of encouraging creative ideas of employees point to the conclusion that the team approach is not used as an area for making quality decisions. This fact is especially significant in the field of hotel industry where all employees are involved in the process of creating a hotel product and with their ideas and suggestions can significantly contribute to its improvement. This avoids the second auxiliary hypothesis that: Hotel managers establish teamwork
- ✳ All managers have a positive attitude towards the motivation of employees and the need for it. Most of them motivate their employees by maintaining good interpersonal relationships in the hotel, while other managers practice cash rewarding and improving the working conditions in the hotel. Half of the staff feel motivated while a third feel they are partially motivated for their work and a smaller part feel that they are not motivated for the work they do at the hotel.
- ✳ Hotel managers develop their abilities using different methods. Most of them improve their knowledge and skills at the workplace, and a significant part of the managers who use methods outside the workplace. Some of the managers are self-concerned about developing their abilities. As a weakness, the attitude of two managers who consider that additional training of their abilities is not required.
- ✳ The attitude of the managers regarding the improvement of the knowledge and skills of the employees is positive because the personnel

in the hotel industry is a very important point for successful performance of the activities and realization of the hotel's goal. However, from the survey and conducted interviews, it can be noticed that only three of the managers point to the planned improvement of the capabilities of the employees through the preparation of a program that determines the manner and period of training of the employees. Most of them stated that the employees are self-concerned about the development of their skills, they conduct the training as a result of the demands of the employees, and it is also stated that the employees themselves improve their knowledge and abilities by using professional literature in the field of which belong. The observation is that the two managers have no need to permanently improve the capabilities of the employees. Hence, the fourth auxiliary hypothesis is rejected: The hotel is permanently improving the knowledge and abilities of the employees.

From the above stated conclusions, it can be concluded that three of the auxiliary hypotheses set down are rejected, and one (the first) hypothesis is accepted. Starting from this, on the other hand, the reduced number of visitors from the Municipality of Pec who stay at the Hotel Dukagjini in the last four years, with a special accent on the reduction of foreign guests, does not lead to the confirmation of the main hypothesis that reads: The establishment of a positive organizational culture allows to improve the hotel offer in the municipality of Pec.

In order to improve the quality of the offer of hotel Dukagjini and increase the realized turnover in it by promoting the organizational culture of the hotel, the following guidelines are recommended:

- One of the priorities of the hotel management is to enhance the capabilities of all employees. In order to be successful in managing the hotel business, as well as managing the human factor in it, managers must continuously develop their knowledge and skills, but in parallel with that process they must plan and

organize the professional qualities and work skills of staff at the hotel. For this purpose, they can apply some of the numerous methods for performance development both in the workplace and outside.

- Working in a dynamic, turbulent and sensitive area, such as tourism and hospitality, managers must be active leaders. Only in this way can they stimulate and motivate their employees to fulfill their tasks effectively, which in large part include a positive and courteous attitude towards tourists. First of all, it is necessary to emphasize the need for a team organization of the hotel's work activities in the direction of their more effective execution. Teamwork is equally important in the performance of managerial activities, as well as in fulfilling the working tasks of all employees in the hotel.
- Managers should be good motivators, appropriate to combine motivation techniques.
- Managers should build and maintain a well-organized communication system in the hotel, with a special emphasis on the developed information network that will be the basis for quality decision making.
- Managers should be fair and impartial in resolving conflicts between employees. Given that hotel managers rarely participate in resolving conflicts, their obligation should be continuous involvement in a positive resolution of them.
- Managers should encourage and maintain a creative work environment in which all employees will actively engage with their own ideas and suggestions in creating an attractive offer. Their innovative proposals and solutions should be carefully considered and taken into account by the authorities whenever increasing the competitiveness of the services is required.
- Increase the engagement for promotion and promotion of the hotel offer and professional presentation of all service segments, as well as preparation of

analysis of the possibilities of the hotel on the domestic and foreign tourist market

- Organize public relations service as an important promotional form in hotel and tourism in general.
- Strengthened campaign propaganda, focusing on foreign guests, ie extending the participation of new tourism markets.
- As part of the hospital chamber, the hotel should initiate more communication and cooperation with all hotel and tourist providers such as agencies, hotels, travel associations, associations, and government agencies related to tourism.
- Initiating and directing inter-municipal, regional and national cooperation for the promotion of hotel business and the overall tourist offer of Pec and Kosovo.

On the basis of the obtained information, conclusions are drawn out and presented which should enable the cultural values of the hotel Dukagjini to be promoted as a factor of organizational behavior and a condition for improving the quality of its offer. The improvement of the organizational culture will influence both the increase in the tourist turnover of the hotel Dukagjini and the total tourist turnover of the municipality of Pec.