

# Hospitality Employees' Relations to Their Work and the Effect on Their Work Engagement

---

**Laptalo, Matea**

**Undergraduate thesis / Završni rad**

**2021**

*Degree Grantor / Ustanova koja je dodijelila akademski / stručni stupanj:* **RIT Croatia / RIT Croatia**

*Permanent link / Trajna poveznica:* <https://urn.nsk.hr/urn:nbn:hr:229:041430>

*Rights / Prava:* [In copyright](#) / [Zaštićeno autorskim pravom.](#)

*Download date / Datum preuzimanja:* **2024-04-18**



image not found or type unknown

*Repository / Repozitorij:*

[RIT Croatia Digital repository - Rochester Institute of Technology](#)



zir.nsk.hr



image not found or type unknown

# Hospitality Employees' Relations to Their Work and the Effect on Their Work Engagement

Matea Laptalo

Hospitality and Tourism Management, Rochester Institute of Technology in Dubrovnik,  
Croatia

CAST-HSPT-490: Senior Capstone Project

May 3, 2021

### **Abstract**

The purpose of this research was to investigate the perceptions of Dubrovnik area hospitality workers of their work domain and whether that impacts their levels of work engagement. Relations to the work among people can fall under either a 'job', a 'career', or a 'calling' distinction. Questionnaire was administered in a paper/pencil format to be filled out by employees of hotels, restaurants, and café bars near and within Dubrovnik Old Town and Župa Dubrovačka. The total sample of participants was 59 and the results suggest that Dubrovnik hospitality employees relate to their work as a 'career'. There were no statistically significant correlations noted between 'career' relation and work engagement. On the contrary, 'job' relation has resulted in a negative correlation to the work engagement, and 'calling' relation has shown a strong positive correlation to the employee's work engagement. The practical implications of this study are intended for managers and leaders, and workers within the hospitality industry.

*Keywords:* Job, career, calling, work engagement, job satisfaction, hospitality employees

## Hospitality Employees' Relations to Their Work and the Effect on Their Work Engagement

The role of work in our lives is to satisfy our social and personal needs that we as humans have (Górny, 2018). The importance of work derives not only from the fulfillment of those needs, but it contributes to the development of an individual and the society as well. Work holds a great value in the life of an individual as it determines their position within the society, is a source of income, and has power in shaping of what one believes in, values and pursues.

Since one-third of a lifetime is spent working, no wonder the concept of work has been greatly studied by many (Wrzesniewski, McCauley, Rozin, & Schwartz, 1997). Employees' relations to their work influence their approach to the tasks that are set and the overall result of a company. Individual personality traits together with work characteristics itself form the perception of work. Knowing that, how a person views their work, and their work satisfaction is what differs from person to person. Work satisfaction contributes to life satisfaction and it has an effect on the individual's health, therefore it is a rational act for a person to aspire to it.

An individuals' perception of work is connected to their productivity, absenteeism, turnover, and job satisfaction (Catenacci, 2017). Hence, organizations should care for how their employees experience their work as they play a great role in achieving the company's success.

### Job, Career, or Calling

Relations to the work among people can fall under either a 'job', a 'career', or a 'calling' distinction (Wrzesniewski, McCauley, Rozin, & Schwartz, 1997). Individuals who perceive their work as just a 'job' have no other than monetary factors as a motivation to do it. The money earned by doing their 'job', enables them to afford what they want and need in life

therefore it is their only expectation from it. When hypothetically asked whether what they do for a living is what they would do if they were financially secured, the ones with a 'job' would answer negatively.

A 'career' is a second relation to work which is essentially structured as a success path that offers a set of opportunities for an individual's advancement within a specific occupation (Rothman, 1997). What causes one person to choose a career within a specific occupation is formed by social background obtained by birth such as gender, social class etc. It also may be formed by education and experience gained throughout the life. People who are going through their career path within their occupation have a strong potential in terms of employers being able to build and maintain their motivation for work. Consequently, managers should ideally invest in their career-oriented employees' training, testing, and evaluation in order to create or maintain a successful organization. The opportunities for professional improvements are drivers of motivation to people having a 'career' (Wrzesniewski, McCauley, Rozin, & Schwartz, 1997). Research has shown that the majority of respondents who relate to their work as a 'career' are younger people. There are two ways to interpret this result for managerial considerations; younger generations are more willing to work hard, or younger people believe that they have a 'career' because of expectations they hold on to promotions. As such, if their expectations are not met, over time their 'career' relation vanishes turning into a 'job'. The term called 'career mystique' stands for the assuredness of people that the hard work within their occupation will be rewarding with success and personal fulfillment (Moen, 2005). The 'career mystique' as such is the profound explanation for individuals relating to their work as a 'job' as the time passes by. Other life roles that tend to be created and grow over a lifetime become time and energy consuming for an individual. It is not available for everyone or in other words, hard work and effort do not guarantee success. It is as well almost impossible for one to continuously

and successfully chase the rising up the ladder of a success that is so called ‘career’ with for example creating a family.

A ‘calling’, the third relation to work, is considered to be a highly meaningful career whereas a person has a sense of passion for what he or she does (Ryan & Bryan, 2013). The notion of a ‘calling’ historically derives from the religious meaning, as a calling from God for a person to take a specific role. The modern way of understanding a ‘calling’ is the inner drive an individual has for a certain work field that presents a source of personal fulfillment. A person’s relation to work as a ‘calling’ is significantly correlated to their life satisfaction. However, it is important to take into account that there is a crucial difference between perceiving a ‘calling’ and living a ‘calling’. The perception of a ‘calling’ refers to the person’s awareness and cognition of such but it does not imply that person being able to live his or her life purpose. Hence, the inability for individuals to live their ‘calling’ affects negatively their life meaning and reduces their career commitment, work meaning, and job satisfaction. The study has shown that people having a sense of a ‘calling’ resulted in a higher commitment to their work; they have established work identity and have shown higher levels of work engagement (Hirschi, 2012). Their strong linkage indicates the influence on one’s positive outcomes on the personal and organizational level. Perceiving work as a ‘calling’ means that one feels that it is what they were meant to do, serving oneself or others to the degree of willingness to sacrifice other roles in life (Michaelson & Tosti-Kharas, 2019). A person having a ‘calling’ has an important ascendant on life and work satisfaction, and a person with a ‘calling’ is self-motivated in “mastery of work knowledge” and in transferring it to others (Lee, 2016). Both intrinsic and extrinsic motivation are involved in perceiving work as a ‘calling’ having an emphasis on a deep meaning for doing it (Cain, Busser, & Kang, 2018).

## Work Satisfaction

Work satisfaction stands for an employees' subjective positive or negative judgment regarding their work (Judge, Weiss, Kammeyer-Mueller, & Hulin, 2017). Among all concepts that had been explored by psychologists for a century now regarding impacts on job attitudes, job satisfaction has been the most studied. The implications of research findings on work satisfaction were in the beginning societal and over time changed to business as the attention on the importance of employees' well-being began to grow. The measurement of employees' job satisfaction provides organizations with meaningful insight by their employees on the firm's functioning that might indicate aspects that are well assessed and/or the ones that need to be improved (Spector, 1997). When the psychological and physical needs of employees are taken into consideration that might positively influence their job satisfaction. In order to summarize the most important needs of an employee, the items of Spector's (1997) Job Satisfaction Survey are listed as follows: pay, promotion (opportunities), supervision, fringe benefits, contingent rewards, operating conditions, coworkers, the nature of work itself, and the communication within an organization. The Society for Human Resource Management researched in 2015 on employees' job satisfaction aspects and their ratings of the importance of those aspects (The Society for Human Resource Management, 2016). Of the utmost importance resulted in the respectful treatment of all employees at all levels; the overall compensation/pay, benefits, job security, and trust between employees and senior management followed. To have a satisfied employee benefits the organization in a way their productivity is increased so consequently the profit increases and, the employee turnover decreases because a satisfied employee is loyal towards their organization.

### Work Engagement

Often there is a misconception of people assuming that employee job satisfaction and work engagement mean the same thing (Reynolds, 2016). Both stand for the employee's mental state that is related to their work. The difference is that behind the engagement there is a strong

and genuine dedication of a worker to give their best to achieve their company's goals whilst satisfaction is merely worker's happiness with a position. A satisfied worker is not necessarily engaged while on the other hand, an engaged worker implies positive job satisfaction. Work engagement is defined as a person's motivation and willingness for physical, cognitive, and emotional energy investments into their work (Spector, 1997).

The work engagement was thoroughly researched by the authors Schaufeli, Salanova, Gonzales-Roma, and Bakker (2002) who divided its contexture into three categories: vigor, dedication, and absorption (Schaufeli, Bakker, & Salanova, 2006). The vigor aspect stands for worker's high levels of energy, self-initiative for effort investment, and therefore strong mental resilience in doing so. Dedication refers to one's inspiration, motivation, pride, and awareness of their work significance. Absorption is defined in terms of positive self-identification with work resulting with time passing quickly for the worker while simultaneously being happily immersed in doing it. Differently conceptualized but in the essence is the same, May, Gilson, and Harter (2004) explained the work engagement concept being formed of a physical, emotional, and cognitive component (Babcock-Roberson & Strickland, 2010). The meanings of these three components equal to previous concepts respecting the order previously indicated. There are many instruments successfully formulated, i.e. valid for measuring work engagement that managers may use, but the most common and broadly validated one is the Utrecht Work Engagement Scale (Schaufeli, 2012). The shortened version UWES-9 is used for this research paper and is explained in more detail in the Method section.

Engaged employees can positively influence the disengaged ones by their strong devotion to work-related tasks (Schaufeli, 2012). On the other hand, a person's level of work engagement, either being high or low, is not a constant state. It means that the level of work engagement varies irregularly from day to day and it might as well depend on whether the object



of one's engagement is referred to the job in general or the task at hand. There is a potential for or even an expectation that an employee might be more engaged in some job tasks over other.

The significance of work engagement for managers and leaders to acknowledge and actively influence was afresh proven (Robinson, 2019). The results of surveys taken showed that the employees highly engaged to their work increased profitability for even 21%. On the contrary, disengaged workers were prone experiencing burnout and/or were oftentimes absent, consequently, they were the reason for an actual cost for their organizations. Research results confirmed positive correlation of callings and work engagement (Wrzesniewski, McCauley, Rozin, & Schwartz, 1997; Hirschi, 2012).

## Method

### Purpose

The purpose of this descriptive and quantitative research was to investigate the perceptions of Dubrovnik area hospitality workers of their work domain and whether that impacts their work engagement. The goal was to examine whether they consider their work as just a 'job', a 'career' or a 'calling', and this tripartite work classification represented the predictor variables. The work engagement, its components vigor, dedication and absorption, and job satisfaction were taken for the dependent variables.

### Participants and Procedure

Target participants for the results of this survey were hospitality employees currently working within the Dubrovnik area. Initial participants were reached out in person and snowball sampling was used to reach others not being present at the time. Copies of the questionnaire were handed out and left for a few days to be filled out by employees of hotels, restaurants and café bars near and within Dubrovnik Old Town and Župa Dubrovačka. In an attempt to reach numbers of participants as large as possible, the respondents asked for participation were relied upon willingness to inform their colleagues working in other shifts to participate as well.

The total sample was 59 out of which 19 were women (32.2%) and 40 were men (67.8%). Participants' job titles included hotel employees: receptionists ( $N=16$ ), concierge ( $N=3$ ), housekeepers ( $N=2$ ) and sales department ( $N=2$ ), and restaurant and café bar employees: chefs ( $N=9$ ) and waiters ( $N=19$ ). The level of responsibility within their work position were operational ( $N=40$ ), executive ( $N=15$ ), and administrative ( $N=4$ ). Complete socio-demographic characteristics of participants is provided in Table 1. The participation requirement was that they actively worked in the preseason for the duration of the third lockdown due to the Covid19 pandemic. The ones who failed to meet these requirements were excluded from the results of the survey. Participants' origin from Dubrovnik was not required.

### Instrument

For measuring participants' relation to work in terms of 'job' 'career' or a 'calling', the author used items from Wrzesniewski, McCauley, Rozin and Schwartz's (1997) "University of Pennsylvania Work-Life Questionnaire" (Wrzesniewski, McCauley, Rozin, & Schwartz, 1997). The questionnaire begins with three short paragraphs in which Mr. A's description stands for 'job', Mr. B's for a 'career', and Mr. C's for a 'calling'. The respondent is offered with Likert-Type scale anchor to indicate the extent of self-identification with each description ranging from "very much like me", "somewhat like me", "a little like me", or "not at all like me". The third question was a scale consisting of 18 true-false items and each was a derived statement from one of the three paragraphs in question one, meaning they were categorized as either 'job', 'career' or 'calling' items. The examples of items for: 'job' relation, "I am eager to retire."; for 'career', "I expect to be in a higher-level job in five years"; and for a 'calling', "I would choose my current work-life again if I had the opportunity" (Appendix A).

For the ratings of paragraphs, there were cases in which the answers overlapped with each other or were not complete, meaning that two or more paragraphs were equally marked or only one was circled. Nevertheless, the available data of the first question was used to test

correlations with other variables such as work engagement and job satisfaction. The true-false statements appertain to the some of the three relations to work and it is possible to discern to which one as they were derived from either 'job', 'career', and 'calling' paragraphs. The authors of the "University of Pennsylvania Work-Life Questionnaire" conducted a crosscheck of participants' consistency of responses to the paragraphs comparing them with their responses to the true-false statements. Despite the cases where overlapping occurred between statements for a 'job' with a 'career' relations to work and vice versa, the majority were matching their belonging. Notwithstanding the same items were reused for the purposes of this study the reliability of those subscales resulted being very low. In attempt to discriminate 'job', 'career' or 'calling' relations more precisely, two additional procedures were done. Firstly, variables named 'Job new', 'Career new' and 'Calling new' were formed in a way the 4 Likert-Type scale answers were computed with median split and were recorded as 1= 'not perceived' and 2= 'perceived'.

In addition, for the measurement of work engagement, the present study utilizes a shortened version of the Utrecht Work Engagement Scale [UWES] constructed by Schaufeli, Bakker & Salanova (2006) (Schaufeli, Bakker, & Salanova, 2006). Total of 9 items were offered with a 7-point Likert-Type scale response for the frequency of respondent feeling the way it was written from 'always' to 'never'. The Utrecht Work Engagement Scale is originally structured in a way it measures participant's vigor, dedication, and absorption in work consisting of 17 items. The Short Version of the UWES reduced the original scales to 3 items each. The examples of the most characteristic items for vigor scale, "At my work, I feel bursting with energy"; dedication scale, "I am enthusiastic about my job"; and absorption scale, "I am immersed in my work" At the suggestion of the authors, the work engagement variable was calculated by the sum of all nine items. For the goal of gaining an insight regarding correlations of vigor, dedication and absorption with job, career or calling relations, separate variables

‘vigor’, ‘dedication’ and ‘absorption’ were calculated by summing up their belonging statements. In order to test the internal reliability of the total ‘work engagement’ items and its subscales ‘vigor’, ‘dedication’, and ‘absorption’, the Cronbach’s alpha was measured (Table 4). ‘Vigor’ ( $\alpha=.88$ ), ‘dedication’ ( $\alpha=.88$ ), and ‘absorption’ ( $\alpha=.79$ ) subscales consisted of 3 items each and the ‘work engagement’ variable ( $\alpha=.92$ ) consisted of total 9 items.

The fourth question was offered with a 7-point Likert-Type scale from ‘completely dissatisfied’ to ‘completely satisfied’ in order to examine whether participant’s level of work satisfaction would correlate with ratings of either ‘job’, ‘career’ or ‘calling’ paragraphs.

Demographic items were collected at the end of the questionnaire and included the following respondent’s characteristics: gender, age, education level, level of responsibility in company employed, job title, length of employment in the current work position, amount of experience working in the hospitality industry in years and monthly pay rate (Appendix A).

Regarding ethical considerations, participant’s consent, confidentiality, and anonymity were ensured by stating them on the survey cover page. Neither name of the participant nor the name of the company in which employed were asked. The survey was translated into the Croatian language (Appendix B).

## Results

The ‘job paragraph’ ( $M=2.40$ ,  $SD=.97$ ) was the second one by the amount of participants’ ratings ( $N=50$ ) (Table 2, Figure 1). A ‘job paragraph’ had two lower negative correlations with ‘absorption’  $r(50) = .34$ ,  $p=.02$ , and ‘work engagement’  $r(50) = .30$ ,  $p=.03$  (Table 3).

The paragraph that received the most ratings was a ‘career paragraph’ ( $M=2.57$ ,  $SD=.95$ ) (Table 2, Figure 1). There were no statistically significant correlations in regards to the ‘career paragraph’ and ‘work engagement’.

The ‘calling paragraph’ ( $M= 2.08$ ,  $SD=1.03$ ) falls into the third place by participant’s ratings. Strong correlations of ‘vigor’  $r(50) = .51$ ,  $p=.00$ , ‘dedication’  $r(50) = .43$ ,  $p=.00$ , ‘absorption’  $r(50) = .37$ ,  $p=.01$ , and ‘work engagement’  $r(50) = .49$ ,  $p=.00$  were noted with the ‘calling paragraph’.

### Work satisfaction

Overall, participants stated they are ‘mostly satisfied’ with their current job ( $M=5.2$ ,  $SD=1.36$ ). There were 37.3% saying they are ‘mostly satisfied’, following 25.4% ‘somewhat satisfied’, and 16.9% being ‘neither satisfied or dissatisfied’ with their work (Table 5). There was an interesting strong correlation of ‘job satisfaction’  $r(50) = .41$ ,  $p=.00$  with a ‘calling paragraph’ (Table 6)

### Demographics

In order to see whether there are any statistically significant differences of socio-demographic characteristics of participants, the T-test and ANOVA analysis was used. Female participants showed that they are less likely to relate to their work as a job ( $M=2.00$ ,  $SD=.74$ ), comparing to male participants ( $M=2.59$ ,  $SD=1.02$ ) (Table 7). Females tend to see their work as a career ( $M=2.72$ ,  $SD=1.018$ ) comparing to males ( $M=2.49$ ,  $SD=.92$ ). Participants from the age group 20-29 have marked a ‘career paragraph’ more ( $M=2.90$ ,  $SD=.85$ ) than a ‘job paragraph’ ( $M=2.39$ ,  $SD=.85$ ) (Table 8). A negative correlation was noted of ‘the experience in hospitality industry (in years)’  $r(53) = .31$ ,  $p = .03$  with a ‘career paragraph’ (Table 9). There were no other significant results noted regarding the participants’ level of education, level of responsibility within a working company, job title, nor monthly pay rate (salary).

There was missing data from the first question, either from cases of respondents' misinterpretation of the requested ratings of all three paragraphs that resulted with solely one paragraph being circled or the cases of no reply at all. However, the true-false statements that were connected to 'job', 'career', and 'calling' paragraphs provided interesting results, supplementing the missing data from the first question as all participants responded to them (Table 10). The highest frequency of 'true' responses had the two 'career' statements: 'I expect to be in a higher-level job in five years.' ( $N=41$ ), 'I feel in control of my work life.' ( $N=37$ ), and one 'job' related: 'My primary reason for working is financial-to support my family and lifestyle.' ( $N=41$ ). Statements having the highest frequency of 'false' responses were the 'calling' related statements: 'I tend to take my work with me on vacations' ( $N=42$ ), 'If I was financially secure, I would continue with my current line of work even if I was no longer paid.' ( $N=47$ ), and 'My work is one of the most important things in my life.' ( $N=44$ ).

### Discussion

The main objective of this study was to investigate hospitality employees' relations to their work. Relations to their work were classified as a 'job', a 'career', or a 'calling'. Furthermore, the study examined whether such 'job', 'career', or 'calling' relations affect employees' level of work engagement and their job satisfaction.

The findings of this research suggest that among most participants, workers in Dubrovnik, most of them found themselves having a 'career', followed by the ones with a 'job' relation to their work, and in the smallest number being the ones with having a 'calling'. Namely, participants who regarded their work as a 'career' have resulted with no statistically significant correlation to their level of work engagement. Individuals having a 'job' perception showed lowered levels of 'absorption' as well as the entire 'work engagement' variable. In other words, the ones having a 'job' are less likely to be positively self-identified with their work, meaning they have a very little or rather no tendency at all to be immersed in their work.

Likewise, workers with a 'job' relation are unmotivated and uninitiated while working on the complete contrary of individuals with a 'calling'. Despite the fact of the total number of participants having a 'calling' relation is the smallest, their levels of work engagement demonstrated there is a positive connection between a 'calling' and the 'work engagement'. This result is consistent with the previous literature (Hirschi, 2012). What motivates and puts forward an individual who has a 'calling', indeed reflects on the physical, emotional, and cognitive self-initiated input to the work. In the same way, those with a 'calling' indicated a high level of job satisfaction unlike those with a 'job' and 'career' for which there were no significant correlations of the way they perceive their work and their job satisfaction.

Younger participants are more likely than the older ones to perceive their work as a 'career' and the result is consistent with Wrzesniewski et al.'s (1997) (Wrzesniewski, McCauley, Rozin, & Schwartz, 1997). A possible explanation for this congruent result might be that younger employees are just starting their pursuit for success with promotions and are at the beginning of their career path that is filled with opportunities (Moen, 2005). What happened with the elderly workers who held probably the same aspirations as their younger colleagues is the most likely their experience that which for example building a family is as well time and energy-consuming and therefore cannot be equally invested in. For such and other reasons encompassing the changing economy, elderly workers change their perceptions of work and begin seeing it as primarily the source of income.

Even though respondents' ratings of job satisfaction were high, such are inconsistent with the statement 'If I was financially secure, I would continue with my current line of work even if I was no longer paid' that had the highest frequency of 'false' responses (out of the total 18-items).

These findings might help managers and leaders within the hospitality industry regarding how to increase their employees' work engagement. On the other side, workers in

hospitality might take a moment to self-reflect and give an insight into thinking about their true aspirations and purpose. In other words, they might try to hear their ‘calling’.

#### Limitations and future research

The limitations of these results are that the total sample size is low because of the low response rate. The reason for the low response rate is the government restrictions due to the Covid19 pandemic. The majority of hospitality facilities were closed. Thus, the time restrictions of 15 weeks given for the completed research.

For future research, it would be useful to primarily repeat the study on a representative sample. Then it would be recommended to extend the presented findings of waning the ‘career’ perception of work by age by conducting qualitative research that could potentially result in reaching the causes of such.



## References

- Babcock-Roberson, M., & Strickland, O. (2010). The Relationship Between Charismatic Leadership, Work Engagement, and Organizational Citizenship Behaviors. *The Journal of Psychology*, 114(3), 313-326.
- Cain, L., Busser, J., & Kang, H. J. (2018). Executive chefs' calling: effect on engagement work-life balance and life satisfaction. *International Journal of Contemporary Hospitality Management*, 30(5 ), 2287-2307.
- Catenacci, C. (2017, December 7). *First Reference*. Retrieved from First Reference: <https://blog.firstreference.com/workplace-organizational-behaviour-part-ii-perception/?fbclid=IwAR2nTsztdRCsKCXZdpsUkYPo7vnyeOgM9DWC-HGPhTGC1eTAmoXkCd5dPkQ>
- Górny, M. (2018). The importance of work in human life and development. The consequences of unemployment. *Research Gate*, 51-64. doi:10.14746/r.2018.2.4
- Hirschi, A. (2012). Callings and Work Engagement: Moderated Mediation Model of Work Meaningfulness, Occupational Identity, and Occupational Self-Efficacy. *Journal of Counseling Psychology*, 59(3), 479-485.
- Judge, T. A., Weiss, H. M., Kammeyer-Mueller, J. D., & Hulin, C. L. (2017). Job Attitudes, Job Satisfaction, and Job Affect: A Century of Continuity and of Change. *Journal of Applied Psychology*, 102(3), 356-374.
- Lee, K.-J. (2016). Sense of calling and career satisfaction of hotel frontline employees. *International Journal of Contemporary Hospitality Management*, 28(2), 346-365.

- Michaelson, C., & Tosti-Kharas, J. (2019). Serving self or serving others? Close relations' perspectives on ethics and calling. *Journal of Vocational Behavior*, 114(2), 19-30.
- Moen, P. (2005). Beyond the Career Mystique: "Time In," "Time Out," and "Second Acts". *Sociological Forum*, 20(2), 189-208.
- Reynolds, J. (2016, December 27). *TINY Pulse*. Retrieved from TINY Pulse: <https://www.tinypulse.com/blog/employee-engagement-employee-satisfaction-difference>
- Robinson, B. (2019, Dec 15). *Forbes*. Retrieved from Forbes: <https://www.forbes.com/sites/bryanrobinson/2019/12/15/worker-trends-for-2020--engagement-disengagement-or-over-engagement/?sh=524b977a17bc>
- Rothman, R. A. (1997). Occupational Careers: The Structure of Opportunity. In R. A. Rothman, *Working: Sociological Perspectives* (2nd ed., pp. 258-276). Pearson.
- Ryan, D., & Bryan, D. (2013). Research on Calling: What have we learned and where are we going? *Journal of Vocational Behavior*, 83(3).
- Schaufeli, W. B. (2012). Work Engagement. What Do We Know and Where Do We Go? *Romanian Journal of Applied Psychology*, 14(1), 3-10.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The Measurement of Work Engagement With a Short Questionnaire. *Educational and Psychological Measurement*, 66(4), 701-716.
- Spector, P. E. (1997). Job Satisfaction. In P. E. Spector, *Job Satisfaction* (Vol. 3, pp. 1-8). SAGE Publications, Inc.
- The Society for Human Resource Management. (2016). *Employee Job Satisfaction and Engagement*. Society for Human Resources.

Wrzesniewski, A., McCauley, C., Rozin, P., & Schwartz, B. (1997). Jobs, Careers, and Callings: People's Relations to Their Work. *Journal of Research in Personality*, 31(1), 21-33.

## Tables

**Table 1***Participants' Socio-Demographic Descriptive Statistics*

Variable	Descriptive	Frequency	%
Gender	Female	19	32,2
	Male	40	67,8
Age	20-29	31	52,5
	30-39	13	22
	40-49	11	18,6
	50-59	3	5,1
	60 and older	1	1,7
Education	High school	29	49,2
	Undergraduate study	21	35,6
	Postgraduate study	5	8,5
	Professional study	4	6,8
Level of responsibility	Operational level (staff and support staff)	40	67,8
	Executive level (assistant manager and manager)	15	25,4
	Administrative level (director)	4	6,8
Job title	Receptionist	16	27,1
	Concierge	3	5,1
	Sales	2	3,4
	Waitress/waiter	19	32,2
	Chef	9	15,3
	Housekeeper	2	3,4
	Deliverer	1	1,7
	Missing	7	11,9
Experience in hospitality industry (years)	2-5	10	16,9
	6-9	20	33,9
	10-13	8	13,6
	14-17	5	8,5
	18 and more	16	27,1
Salary (monthly)	Less than 3,400.00 HRK	1	79,7
	3,400.00 HRK - 7,000.00 HRK	47	16,9
	7,001.00 HRK - 14,000.00 HRK	10	1,7
	Missing	1	1,7

**Table 2***Descriptive Statistics for 'Job', 'Career', and 'Calling' Paragraphs' Ratings*

Category	N	Minimum	Maximum	Mean	Std. Deviation
Career paragraph	53	1	4	2,57	,951
Job paragraph	50	1	4	2,40	,969
Calling paragraph	50	1	4	2,08	1,027
Valid N	47				

**Table 3***Correlation Statistics for 'Job', 'Career', and 'Calling' Paragraphs and Work Engagement Categories*

			<b>Correlations</b>						
			Job para.	Career para.	Calling para.	VI	DE	AB	WE
Spearman's rho	Job paragraph	Correlation	1,000	,003	-,444**	-,254	-,188	-,342*	-,304*
		Coefficient							
		Sig. (2-tailed)	.	,985	,002	,075	,191	,015	,032
		N	50	47	47	50	50	50	50
	Career paragraph	Correlation	,003	1,000	,159	,085	,038	,001	,030
		Coefficient							
		Sig. (2-tailed)	,985	.	,287	,545	,786	,994	,828
		N	47	53	47	53	53	53	53
	Calling paragraph	Correlation	-,444**	,159	1,000	,506**	,425**	,366**	,488**
		Coefficient							
		Sig. (2-tailed)	,002	,287	.	,000	,002	,009	,000
		N	47	47	50	50	50	50	50
	Vigor	Correlation	-,254	,085	,506**	1,000	,693**	,746**	,873**
		Coefficient							
		Sig. (2-tailed)	,075	,545	,000	.	,000	,000	,000
		N	50	53	50	59	59	59	59
	Dedication	Correlation	-,188	,038	,425**	,693**	1,000	,697**	,889**
		Coefficient							
		Sig. (2-tailed)	,191	,786	,002	,000	.	,000	,000
		N	50	53	50	59	59	59	59
	Absorption	Correlation	-,342*	,001	,366**	,746**	,697**	1,000	,907**
		Coefficient							
		Sig. (2-tailed)	,015	,994	,009	,000	,000	.	,000
		N	50	53	50	59	59	59	59
	Work engagement	Correlation	-,304*	,030	,488**	,873**	,889**	,907**	1,000
		Coefficient							
		Sig. (2-tailed)	,032	,828	,000	,000	,000	,000	.
		N	50	53	50	59	59	59	59

**Table 4**

*Reliability Statistics for 'Vigor', 'Dedication', and 'Absorption' Subscales and the Total 'Work engagement'*

Category	N of items	Cronbach's alpha
Vigor	3	,88
Dedication	3	,88
Absorption	3	,79
Work engagement	9	,92

**Table 5***Descriptive Statistics for 'Job satisfaction' Responses*

	N	%	Mean	Std. Deviation
Completely dissatisfied	2	3,4	5,19	1,358
Mostly dissatisfied	1	1,7		
Somewhat dissatisfied	2	3,4		
Neither satisfied or dissatisfied	10	16,9		
Somewhat satisfied	15	25,4		
Mostly satisfied	22	37,3		
Completely satisfied	7	11,9		



**Table 6***Correlation Statistics for 'Job', 'Career', and 'Calling' Paragraphs and 'Job satisfaction'*

			Correlations			
			Job paragraph	Career paragraph	Calling paragraph	Job satisfaction
Spearman's rho	Job paragraph	Correlation	1,000	,003	-,444**	-,238
		Coefficient				
		Sig. (2-tailed)	.	,985	,002	,096
		N	50	47	47	50
	Career paragraph	Correlation	,003	1,000	,159	,028
		Coefficient				
		Sig. (2-tailed)	,985	.	,287	,840
		N	47	53	47	53
	Calling paragraph	Correlation	-,444**	,159	1,000	,410**
		Coefficient				
		Sig. (2-tailed)	,002	,287	.	,003
		N	47	47	50	50
	Job satisfaction	Correlation	-,238	,028	,410**	1,000
		Coefficient				
		Sig. (2-tailed)	,096	,840	,003	.
		N	50	53	50	59

**Table 7***T-test Gender Group Statistics*

	Gender	N	Mean	Std. Deviation
Job paragraph	Female	16	2,00	,730
	Male	34	2,59	1,019
Career paragraph	Female	18	2,72	1,018
	Male	35	2,49	,919
Calling paragraph	Female	17	2,18	,951
	Male	33	2,03	1,075

**Table 8***ANOVA Descriptive Statistics for Age of Participants and Paragraphs' Ratings*

		N	Mean	Std. Deviation	F	Sig.
Job paragraph	20-29	26	2,38	,852	,333	,855
	30-39	11	2,18	1,250		
	40-49	9	2,56	1,014		
	50-59	3	2,67	1,155		
	60 and older	1	3,00	.		
	Total	50	2,40	,969		
Career paragraph	20-29	30	2,90	,845	3,229	,020
	30-39	11	2,27	,647		
	40-49	8	2,25	1,282		
	50-59	3	1,33	,577		
	60 and older	1	2,00	.		
	Total	53	2,57	,951		
Calling paragraph	20-29	25	2,08	1,077	,441	,778
	30-39	12	2,17	,835		
	40-49	9	2,22	1,202		
	50-59	3	1,67	1,155		
	60 and older	1	1,00	.		
	Total	50	2,08	1,027		

**Table 9**

*Correlation Statistics for 'Job', 'Career', and 'Calling' Paragraphs and 'The Experience in Hospitality Industry (in Years)'*

<b>Correlations</b>						
			Job paragraph	Career paragraph	Calling paragraph	The experience in hospitality industry (in years)
Spearman's rho	Job paragraph	Correlation Coefficient	1,000	,003	-,444**	,214
		Sig. (2-tailed)	.	,985	,002	,135
		N	50	47	47	50
	Career paragraph	Correlation Coefficient	,003	1,000	,159	-,305*
		Sig. (2-tailed)	,985	.	,287	,027
		N	47	53	47	53
	Calling paragraph	Correlation Coefficient	-,444**	,159	1,000	,012
		Sig. (2-tailed)	,002	,287	.	,934
		N	47	47	50	50
	The experience in hospitality industry (in years)	Correlation Coefficient	,214	-,305*	,012	1,000
		Sig. (2-tailed)	,135	,027	,934	.
		N	50	53	50	59

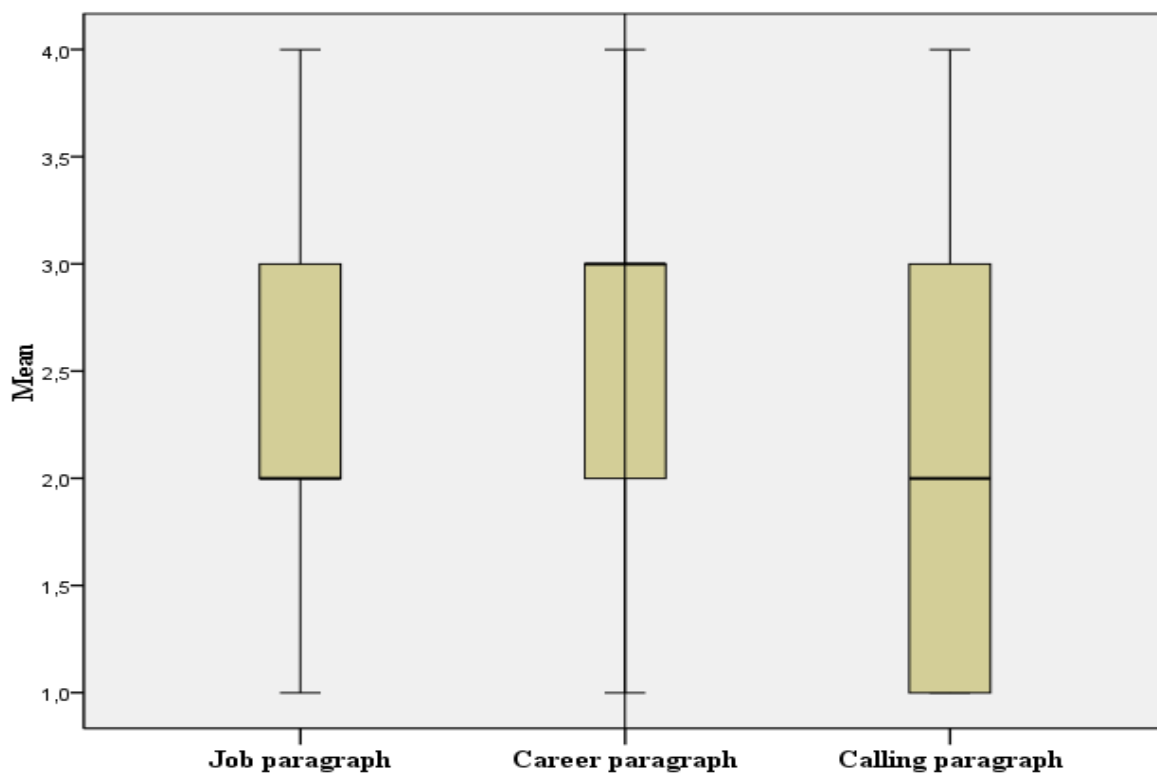
**Table 10***Frequency Statistics of Items Connected to 'Job', 'Career', and 'Calling' Relations to Work*

	Frequency		Cumulative Percent
	True	False	
I find my work rewarding.	34	25	57,6
I am eager to retire.	25	34	42,4
My work makes the world a better place.	27	32	45,8
I am very conscious of what day of the week it is and I greatly anticipate weekends.	24	35	40,7
I tend to take my work with me on vacations.	17	42	28,8
I expect to be in a higher-level job in five years.	41	18	69,5
I would choose my current work life again if I had the opportunity.	29	30	49,2
I feel in control of my work life.	37	22	62,7
I enjoy talking about my work to others.	23	36	39
I view my job primarily as a steppingstone to other jobs.	34	25	57,6
My primary reason for working is financial-to support my family and lifestyle.	41	18	69,5
I expect to be doing the same work in five years.	19	40	32,2
If I was financially secure, I would continue with my current line of work even if I was no longer paid.	12	47	20,3
When I am not at work, I do not think much about my work.	27	32	45,8
I view my job as just a necessity of life, much like breathing or sleeping.	32	27	54,2
I never take work home with me.	27	32	45,8
My work is one of the most important things in my life.	15	44	25,4
I would not encourage young people to pursue my kind of work.	22	37	37,3

*Note.* Cumulative Percent expresses the percentage of 'True' answers. Total number of valid answers is 59.

**Figure 1**

*Descriptive Statistics for Means for Paragraph ratings*



## Appendix A

*Survey Sample***What Is My Work to Me?****1. Please read all three paragraphs and then indicate to which extent the description fits you/your behaviors and attitudes.**

- a) Mr. A works primary to earn enough money to support his life outside of his job. If he was financially secure, he would no longer continue with his current line of work, but would really rather do something else instead. Mr. A's job is basically a necessity of life, a lot like breathing or sleeping. He often wishes the time would pass more quickly at work. He greatly anticipates weekends and vacations. If Mr. A lived his life over again, he probably would not go into the same line of work. He would not encourage his friends and children to enter his line of work. Mr. A is very eager to retire.

*Very much like me                      Somewhat like me                      A little like me                      Not at all like me*

- b) Mr. B basically enjoys his work, but does not expect to be in his current job five years from now. Instead, he plans to move on to a better, higher level job. He has several goals for his future pertaining to the positions he would eventually like to hold. Sometimes his work seems a waste of time, but he knows that he must do sufficiently well in his current position in order to move on. Mr. B can't wait to get a promotion. For him, a promotion means recognition of his good work, and is a sign of his success in competition with his coworkers.

*Very much like me                      Somewhat like me                      A little like me                      Not at all like me*

- c) Mr. C's work is one of the most important parts of his life. He is very pleased that he is in this line of work. Because what he does for a living is a vital part of who he is, it is one of the first things he tells people about himself. He tends to take his work home with him and on vacations, too. The majority of his friends are from his place of employment, and he belongs to several organizations and clubs relating to his work. Mr. C feels good about his work because he loves it, and because he thinks it makes the world a better place. He would encourage his friends and children to enter his line of work. Mr. C would be pretty upset if he were forced to stop working, and he is not particularly looking forward to retirement.

*Very much like me                      Somewhat like me                      A little like me                      Not at all like me*

**2. Please circle the number that best describes how frequently you feel that way about your job.**

<i>Never</i>	<i>Almost Never</i>	<i>Rarely</i>	<i>Sometimes</i>	<i>Often</i>	<i>Very Often</i>	<i>Always</i>
1	2	3	4	5	6	7
<i>Never</i>	<i>A few times a year or less</i>	<i>Once a month or less</i>	<i>A few times a month</i>	<i>Once a week</i>	<i>A few times a week</i>	<i>Every day</i>

At my work, I feel bursting with energy.	1	2	3	4	5	6	7
At my job, I feel strong and vigorous.	1	2	3	4	5	6	7
I am enthusiastic about my job.	1	2	3	4	5	6	7
My job inspires me.	1	2	3	4	5	6	7
When I get up in the morning, I feel like going to work.	1	2	3	4	5	6	7
I feel happy when I am working intensely.	1	2	3	4	5	6	7
I am proud of the work that I do.	1	2	3	4	5	6	7
I am immersed in my work	1	2	3	4	5	6	7
I get carried away when I am working.	1	2	3	4	5	6	7

**3. Please read the following statements carefully and choose whether the following statements are true or false for you.**

TRUE	FALSE	
<input type="checkbox"/>	<input type="checkbox"/>	I find my work rewarding.
<input type="checkbox"/>	<input type="checkbox"/>	I am eager to retire.
<input type="checkbox"/>	<input type="checkbox"/>	My work makes the world a better place.
<input type="checkbox"/>	<input type="checkbox"/>	I am very conscious of what day of the week it is and I greatly anticipate weekends.
<input type="checkbox"/>	<input type="checkbox"/>	I tend to take my work with me on vacations.
<input type="checkbox"/>	<input type="checkbox"/>	I expect to be in a higher-level job in five years.
<input type="checkbox"/>	<input type="checkbox"/>	I would choose my current work life again if I had the opportunity.
<input type="checkbox"/>	<input type="checkbox"/>	I feel in control of my work life.
<input type="checkbox"/>	<input type="checkbox"/>	I enjoy talking about my work to others.
<input type="checkbox"/>	<input type="checkbox"/>	I view my job primarily as a steppingstone to other jobs.
<input type="checkbox"/>	<input type="checkbox"/>	My primary reason for working is financial-to support my family and lifestyle.
<input type="checkbox"/>	<input type="checkbox"/>	I expect to be doing the same work in five years.
<input type="checkbox"/>	<input type="checkbox"/>	If I was financially secure, I would continue with my current line of work even if I was no longer paid.
<input type="checkbox"/>	<input type="checkbox"/>	When I am not at work, I do not think much about my work.
<input type="checkbox"/>	<input type="checkbox"/>	I view my job as just a necessity of life, much like breathing or sleeping.
<input type="checkbox"/>	<input type="checkbox"/>	I never take work home with me.
<input type="checkbox"/>	<input type="checkbox"/>	My work is one of the most important things in my life.
<input type="checkbox"/>	<input type="checkbox"/>	I would not encourage young people to pursue my kind of work.

**4. Please rate how satisfied are you with your current job position.**

<i>Completely dissatisfied</i>	<i>Mostly dissatisfied</i>	<i>Somewhat dissatisfied</i>	<i>Neither satisfied or dissatisfied</i>	<i>Somewhat satisfied</i>	<i>Mostly satisfied</i>	<i>Completely satisfied</i>
1	2	3	4	5	6	7

**5. Demographic Data**

1. Gender: A. Female  
B. Male

2. Age: A. 19 or younger  
B. 20 - 29  
C. 30 - 39  
D. 40 - 49  
E. 50 – 59  
F. 60 and older

3. Last completed education study: A. Elementary school  
B. High school  
C. Undergraduate study  
D. Postgraduate study  
E. Professional study  
F. Doctorate



4. Current level of responsibility in the company: A. Operational level (staff and support staff)  
B. Executive level (assistant manager and manager)  
C. Administrative level (director)
5. What is your current employed *job title*? \_\_\_\_\_
6. What is the *department/sector* at which currently employed? \_\_\_\_\_
7. What is the length of your employment in the current company at the current job position  
(in months or years, state which)?: \_\_\_\_\_
8. The experience in hospitality industry (in years): A. 0-1  
B. 2-5  
C. 6-9  
D. 10-13  
E. 14-17  
F. 18 and more
9. Please mark the category which best describes your monthly net wages (salary)?  
A. Less than 3,400.00 HRK  
B. 3,400.00 HRK – 7,000.00 HRK  
C. 7,001.00 HRK – 14,000.00 HRK  
D. 14,001.00 HRK – 25,000.00 HRK  
E. More than 25,000.00 HRK

## Appendix B

## Survey Sample Translated to Croatian Language

## Što je moj posao meni?

**1 Molimo Vas da pročitate sva tri paragrafa i označite onu tvrdnju koja najviše odgovara vašem ponašanju i stavovima.**

- a) Osoba A radi prvenstveno kako bi zaradila dovoljno novca za život izvan posla. Da je financijski osiguran/a, on/ona ne bi radio/la u svom trenutnom radnom sektoru, nego bi radije radio/la nešto drugo. Posao osobe A je u osnovi potreba za život, kao disanje ili spavanje. Često poželi da vrijeme brže prođe dok radi. Veoma priželjkuje vikende i odmor. Osoba A ne bi opet birao/la istu radnu domenu da dobije priliku opet proživjeti život. Osoba A ne bi preporučila prijateljima i svojoj djeci da krenu njegovim/njenim putem u poslu. Osoba A je vrlo željna mirovine.

*Jako poput mene**Donekle poput mene**Malo poput mene**Nimalo poput mene*

- b) Osoba B u osnovi voli svoj posao, ali ne očekuje da radi isto za pet godina. Umjesto toga, planira napredovati na bolji posao više razine. Ima nekoliko ciljeva za budućnost koji se odnose na pozicije koje bi htio/htjela eventualno zadržati. Ponekad mu/joj se posao čini kao gubitak vremena ali zna da, kako bi napredovao/la mora odraditi trenutni posao dovoljno dobro. Osoba B željno iščekuje promociju. Promocija za njega/nju predstavlja priznanje za dobro odrađeni posao i znak je uspjeha u nadmetanju sa kolegama.

*Jako poput mene**Donekle poput mene**Malo poput mene**Nimalo poput mene*

- c) Osoba C smatra svoj posao jednim od najvažnijih dijelova svog života. Veliko mu/joj je zadovoljstvo raditi što radi. Budući da je ono što radi za život ujedno i vitalni dio onog što jest, to je jedna od prvih stvari što kaže o sebi kad se predstavlja. Ima tendenciju da nosi svoj posao sa sobom i kod kuće i na odmor. Većina prijatelja koje ima su s mjesta zaposlenja i pripadnik/ca je nekoliko organizacija i klubova koji se odnosi na njegov posao. Osoba C se osjeća dobro u vezi svog posla jer ga voli i jer misli da čini svijet boljim mjestom. Preporučio/la bi prijateljima i svojoj djeci da krenu njegovim/njenim putem u poslu. Osoba C bi bila poprilično uzrujana da je primorana prestati raditi i ne radije se umirovljenju.

*Jako poput mene**Donekle poput mene**Malo poput mene**Nimalo poput mene***2. Molimo Vas da pažljivo pročitate svaku izjavu i odlučite se kako se osjećate na svom poslu.**

<i>Nikada</i>	<i>Skoro Nikada</i>	<i>Rijetko</i>	<i>Ponekad</i>	<i>Često</i>	<i>Veoma Često</i>	<i>Uvijek</i>
1	2	3	4	5	6	7
<i>Nikada</i>	<i>Par puta godišnje i manje</i>	<i>Jednom mjesečno</i>	<i>Par puta mjesečno</i>	<i>Jednom tjedno</i>	<i>Par puta tjedno i više</i>	<i>Svaki dan</i>

U mom poslu, osjećam da prštim energijom.	1	2	3	4	5	6	7
Na poslu se osjećam jako i energično.	1	2	3	4	5	6	7
Osjećam entuzijazam prema svom poslu.	1	2	3	4	5	6	7
Moj me posao inspirira.	1	2	3	4	5	6	7
Kada se probudim ujutro, osjećam se dobro zbog odlaska na posao.	1	2	3	4	5	6	7
Osjećam se sretnim kad izazovno radim.	1	2	3	4	5	6	7
Ponosan sam na posao koji radim.	1	2	3	4	5	6	7
Svom se radu potpuno posvetim.	1	2	3	4	5	6	7
Kada radim posao me ponese.	1	2	3	4	5	6	7

**3. Pažljivo pročitajte slijedeće izjave i odaberite jesu li za Vas točne ili netočne.**

TOČNO    NETOČNO

<input type="checkbox"/>	<input type="checkbox"/>	Smatram kako je moj posao nagrada sam po sebi.
<input type="checkbox"/>	<input type="checkbox"/>	Jedva čekam mirovinu.
<input type="checkbox"/>	<input type="checkbox"/>	Moj posao čini svijet boljim mjestom.
<input type="checkbox"/>	<input type="checkbox"/>	Jako sam svjestan koji je dan u tjednu i veoma priželjkujem vikende.
<input type="checkbox"/>	<input type="checkbox"/>	Često nosim svoj posao doma.
<input type="checkbox"/>	<input type="checkbox"/>	Vidim se na višoj poziciji na poslu za pet godina
<input type="checkbox"/>	<input type="checkbox"/>	Da imam priliku, opet bih birao isti posao.
<input type="checkbox"/>	<input type="checkbox"/>	Osjećam kako imam kontrolu na poslu.
<input type="checkbox"/>	<input type="checkbox"/>	Uživam pričati o svom poslu drugim ljudima.
<input type="checkbox"/>	<input type="checkbox"/>	Prvenstveno vidim svoj posao kao stepenicu za napredak u karijeri.
<input type="checkbox"/>	<input type="checkbox"/>	Moj primarni razlog zbog čega radim je financijska korist odnosno mogućnost uzdržavanja obitelji.
<input type="checkbox"/>	<input type="checkbox"/>	Očekujem kako ću raditi isti posao i za pet godina.
<input type="checkbox"/>	<input type="checkbox"/>	Nastavio/la bih raditi ovaj posao i da imam financijsku sigurnost i da nisam za njega plaćen/a
<input type="checkbox"/>	<input type="checkbox"/>	Ne mislim o poslu kada nisam na poslu.
<input type="checkbox"/>	<input type="checkbox"/>	Doživljavam posao kao jednu od osnovnih potreba za život, kao disanje ili spavanje
<input type="checkbox"/>	<input type="checkbox"/>	Nikada ne nosim svoj posao kući sa sobom.
<input type="checkbox"/>	<input type="checkbox"/>	Moj posao je jedna od najbitnijih stavki u mom životu.
<input type="checkbox"/>	<input type="checkbox"/>	Ne bih preporučio/la mladim ljudima da krenu mojim putem u poslu.

**4. Molimo Vas, zaokružite broj koji najbolje odgovara osjećaju zadovoljstva Vašim trenutnim poslom.**

<i>U potpunosti nezadovoljan/a</i>	<i>Uglavnom nezadovoljan/a</i>	<i>Malo nezadovoljan/a</i>	<i>Niti zadovoljan/a niti nezadovoljan/a</i>	<i>Malo zadovoljan/na</i>	<i>Uglavnom zadovoljan/na</i>	<i>U potpunosti zadovoljan/na</i>
1	2	3	4	5	6	7

**5. Demografski podaci.**

1. Spol: A. Žensko

B. Muško

2. Godine: A. 19 ili mlađe

B. 20 - 29

C. 30 - 39

D. 40 - 49

E. 50 – 59

F. 60 ili starije

3. Zadnji završeni stupanj naobrazbe: A. Osnovna škola

B. Srednja škola

C. Dodiplomski studij

D. Postdiplomski studij

E. Stručni studij

F. Doktorat

4. Trenutni level odgovornosti u kompaniji: A. Operativna razina (osoblje i pomoćno osoblje)  
B. Izvršna razina (asistent menadžera/-ice i menadžer/-ica)  
C. Administrativna razina(direktor/-ica)
5. Koji je *naziv radnog mjesta* na kojem ste trenutno zaposleni? \_\_\_\_\_
6. Koji je *odjel/sektor* u kojem ste trenutno zaposleni? \_\_\_\_\_
7. Koja je duljina trajanja vašeg zaposlenja u trenutnoj kompaniji na trenutnoj poziciji? (u mjesecima ili godinama, napisati u čemu)?: \_\_\_\_\_
8. Iskustvo u ugostiteljstvu (u godinama): A. 0-1  
B. 2-5  
C. 6-9  
D. 10-13  
E. 14-17  
F. 18 i više
9. Molimo Vas označite kategoriju koja najbolje opisuje vašu mjesečnu plaću:  
A. Manje od 3,400.00 HRK  
B. 3,400.00 HRK – 7,000.00 HRK  
C. 7,001.00 HRK – 14,000.00 HRK  
D. 14,001.00 HRK – 25,000.00 HRK  
E. Više od 25,000.00 HRK