

THE INFLUENCE OF COMMUNICATION AS AN INTERNAL MARKETING TOOL ON THE SATISFACTION OF EMPLOYEES IN THE HOTEL INDUSTRY OF MONTENEGRO

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ABSTRACT

The goal of this research is to establish the impact of communication as an internal marketing tool on job satisfaction in the hotel industry of Montenegro. The sample in this research is random and consists of 61 respondents, ie employees, in the hotel sector, who live and work in all three regions of Montenegro. The data collection technique, which was used in this research, is a questionnaire that contains socio-demographic questions as well as questions related to the quality of communication, questions related to material and non-material rewards as well as a scale that measures the level of job satisfaction.

The research indicated that the quality of internal communication, as an instrument of internal marketing, does not significantly affect job satisfaction in the hotel industry, Montenegro. Also, this research indicated that job satisfaction is related to receiving material rewards, as well as that the size of the salary is related to job satisfaction, among employees in the hotel industry, in Montenegro.

Keywords: *sample, internal communication, hotel industry, job satisfaction, material rewards, monthly compensation.*

INTRODUCTION

With numerous contributions and the development of science and technology, there was a need to improve the business of companies in order to be competitive on the market.¹ Therefore, internal marketing is starting to develop as one of the ways in the fight for the competitive advantage of companies within companies.² This work was created as a result of the previous work and interest of the author in the field of internal marketing. In addition to being a current topic, internal marketing has an undeniably important role in organizations, and it also has the possibility of additional development. The aim of this paper is to examine the impact of communication as an internal marketing tool on the satisfaction of employees in the hotel industry, that is, whether internal communication significantly affects the level of job satisfaction among employees in the hotel industry in Montenegro. The purpose of writing the paper and research is to gain insight into the quality of communication in the hotel industry in order to improve it. If the staff is not satisfied with their work, they will transfer their dissatisfaction to the users, i.e. to the consumers, and the work tasks committed by the employees will not be fulfilled. There are two opposite extremes that arise as a problem of internal communication, namely a lack of information and too much information, which also represents a research problem as well as the fact that the dissatisfaction felt by employees is transferred to consumers. The structure of the work follows the funnel method; from general to more detailed. In the first part of the paper, the goal and subject of the research are presented, as well as the explanation of the content of the paper. In the first part of the paper, the author refers to previous research and theories related to the topic of this paper. The second part of the paper refers to

¹Stanković, Lj., Đukić, S., *Marketing*, Ekonomski fakultet, Niš, 2009, str. 14.

² Knežević, M., Škorić, J., Mijatov, M.: Značaj inturizma i hotelijerstva, *Marketing*, Vol. 51, No.2, 2020, str. 131-140.

the methodology, that is, it describes the questionnaire technique and the sample that makes up the research. Based on the processing and analysis of the results of this research, it is possible to understand internal communication from the aspect of employee satisfaction in the hotel sector, in all three regions of Montenegro. The main hypothesis, which directs the research, is that good internal communication, as an instrument of internal marketing, significantly affects employee satisfaction in the hotel industry in Montenegro. After testing the hypothesis/s, the implications of the research follow. The third part of the paper deals with the perspectives of the application of internal communication in achieving employee satisfaction in the hotel industry. Then, the most significant conclusions of the research are presented. After the conclusion, the relevant literature that was used to write the paper itself was presented.

1. The role of internal marketing in the satisfaction of employees in the hotel industry

1.1 The concept of internal marketing

Internal marketing is defined as part of the holistic management of many functions in the company.³ Employees at all levels are ensured to understand and experience the company's operations and all activities that encourage awareness of the importance of consumers. All employees are motivated and prepared for customer-oriented behavior. Internal marketing is a philosophy that focuses on and coordinates activities, including both internal and external relations, a network of interaction and cooperation - examining all activities used to satisfy consumer needs. The primary goal of internal marketing is that through employee job satisfaction and their commitment to the organization, they contribute to better performance, which positively affects the quality of the organization's services, which leads to consumer/client satisfaction. In order to achieve the stated goal, it is necessary for internal marketing to be moderated by quality two-way communication between employees and management. One of the key tasks of a manager is certainly encouraging employee loyalty and their effective retention.⁴

1.2 Elements of the internal marketing mix

The basic tool of company management, in the process of satisfying or motivating employees, and in order to achieve the best possible quality of service, consists of elements of the marketing mix, namely: strategic rewards, internal communication, internal coordination, education and training of employees, organizational structure, senior management, physical environment, selection of future employees, motivation system, strengthening, process changes.⁵ Each of the mentioned elements of internal marketing is subject to control, and is also related to the performance of the organization. However, it is necessary to apply them correctly so that the desired results are not missing. Market orientation and employee satisfaction are also presented as instruments that mediate between the internal marketing mix and organizational performance.⁶ Although the focus of internal marketing is on relationships within the company, or in this case the hotel industry, it is impossible to observe it in isolation from the external environment, because external factors affect the internal environment.⁷ The internal marketing mix implies a combination of certain elements that are used to achieve organizational goals and satisfy the needs and desires of customers. The product of the internal marketing mix consists of: jobs, the environment in which the jobs take place

³ Isto, str. 131-140.

⁴ Štekl, R., Katavić, I., Vukić, D.: Uticaj interne komunikacije na zadovoljstvo zaposlenika na primjeru odbrane gradske uprave. *Obrazovanje za preduzetništvo*, Vol.12, No.1, 2022, str. 144-166.

⁵ Milanović, V., Matić, A., Juričić, A.: Uticaj zelene interne komunikacije na zadovoljstvo zaposlenih, *Journal of Economics, Management, and Informatics*, Vol.13, No.2, 2020, str. 83-90.

⁶ Isto str. 83-90.

⁷ Milanović, T., Cvijanović J., Lazić, J.: Organizaciona kultura i promene, *Industrija*, Vol.1, No.3, 2010, str. 59-77.

the authority, rights and responsibilities of the employee, the resources that the employees have at their disposal, shaping processes within the organization, operational aspects.⁸

1.3 Internal marketing activities

Developing criteria for choosing an internal marketing strategy includes three phases: creating a business environment that improves employee safety, designing the organizational structure and lines of communication, as well as a clear vision of the internal organization by top management.⁹ The development of team spirit is of particular importance, because it creates a sense of unity and belonging to the group or the company where the employees work. By educating staff, certain skills and knowledge are acquired, performance is significantly better, education reduces the possibility of bad business and enables employees to be more prepared for changes that are inevitable in an age characterized by rapid changes. The use of technology is important because it achieves the set goals. Given that the work motivation of employees affects their productivity, one of the tasks of management is to control the motivation of employees to achieve organizational goals. Motivation can be achieved through material and non-material rewards. Managers play a crucial role in motivating employees, so it is very important for managers to be able to analyze the environment in which employees find themselves, but also to be emotionally intelligent enough to feel their employees and to know the right way to motivate different people, i.e. employees to work.¹⁰

1.4 The impact of internal communication on employee satisfaction

Understanding the issue of job satisfaction is also essential for designing the workplace, organizational culture and climate, reward system, advancement system, as well as leadership style, and measuring job satisfaction is also a key condition for achieving quality success goals and the path to business excellence.¹¹ Internal communication is expected to be effective. Effective internal communication encourages and improves performance and employee satisfaction, and increases consumer satisfaction.¹² Good internal communication makes it possible to achieve a competitive advantage. Internal communication means communication between higher and lower management positions, managers and employees, as well as between the employees themselves.¹³ The results of the research on the impact of internal communication on employee job satisfaction conducted by Bolfek et al indicate that employees often lack feedback on the work performed. The results of research conducted earlier on this topic indicate that job satisfaction is influenced by feedback about one's personal success. The communication climate as a dimension is to the greatest extent related to overall job satisfaction and the communication climate was in the first place as a significant factor in the connection between job satisfaction and internal communication.¹⁴ The problem in companies, as research has shown so far, is the amount of information to which employees are exposed on a daily basis, sometimes employees do not have feedback on their work, and sometimes they are exposed to too much information.¹⁵ The results of previous research indicate that personal feedback is the strongest predictor of satisfaction with the nature of work.¹⁶ The research that was conducted indicates that one of the key problems related to internal communication is imprecisely and vaguely

⁸ Milanović, V., Radičević, T.: Odnosi između zadovoljstva komunikacijom, zadovoljstva poslom i postignuća na poslu – pregled važnijih empirijskih istraživanja od 1970. godine, *CM: Communication and Media*, Vol.14, No.46, 2019, str. 89-118.

⁹ Milanović, V., Radičević, T., Odnos između zadovoljstva poslom i postignuća na poslu – pregled empirijskih istraživanja od 1970. godine..., op.cit. str. 89-118.

¹⁰ Vrnašević, T., *Upravljanje zadovoljstvom klijenata*, Golden marketing, Zagreb, 2000, str. 96.

¹¹ Tanasijević, Z.: Zadovoljstvo poslom – ključni pokazatelj motivacije zaposlenih, *Sociološka luča*, Vol.1, No.1, 2011, str. 116.

¹² Zavišić, Ž., *Osnove Marketinga*, Udžbenik Visoke poslovne škole, Zagreb, 2017, str. 322.

¹³ Domazet, I.: *Uloga internog marketinga u unapređenju kvaliteta ljudskih resursa...*, op.cit. str. 260-279.

¹⁴ Domazet, I.: *Uloga internog marketinga u unapređenju kvaliteta ljudskih resursa...*, op.cit. str. 260-279.

¹⁵ Stojanović, J.: Uloga interne komunikacije u kompaniji, *Članci, rasprave, analize, prikazi*, Vol.1, No.2, 2015, str. 84-92.

¹⁶ Nikolić, M., Vukonjanski, J., Nedeljković, M., Hadžić, O., & Terek, E.: The Impact of Internal Communication Satisfaction Dimensions on Job Satisfaction Dimensions and the Moderating Role of LMX. *Public Relations Review*, Vol. 39, No.5, 2013, str. 563–565.

defined corporate goals of the organization, the lack of a detailed job description, as well as the reward system itself.¹⁷ The reward system is a very important element in motivating and pushing employees so that they feel satisfied with their workplace and encourage employees towards loyalty and dedication in the hotel industry.¹⁸ According to experts, internal communication is more important than external communication, due to the achievement of the organization's goals. Communication within the company is undoubtedly far more important than its importance is generally recognized by outside employees.¹⁹ The results of the aforementioned research indicate that there is a positive and statistically significant relationship between internal marketing and job satisfaction on the part of employees.²⁰ The results of previous research also indicate that the relationship between communication and achievement is characterized as above average, that is, in those companies where there is good internal communication, there is also a high degree of job satisfaction.²¹ Research conducted in 2018 indicates that internal communication has a positive impact on employee participation. The research also established a positive relationship between internal communication and employee job satisfaction.²² Employees in organizations with a higher level of satisfaction are those who have better communication within the organization, i.e. communication within the company has the role of an intervening variable.²³ The results of the previously conducted research indicate that organizational culture affects communication within the company.²⁴

2. Application of communication as an internal marketing tool in the hotel industry

METHODOLOGICAL FRAMEWORK

The sample in this research consists of 61 respondents, who live and work in all three regions of Montenegro and are employed in the hotel sector. The sample, in this research, is random. The data collection technique is a questionnaire that is distributed online, via the GoogleDocs option. First, a pilot study was conducted on a sample of N=30, which consisted of employees in the hotel industry. After applying the control questionnaire, those questions related to the quality of internal communication were reformulated, while the job satisfaction scale, which has 36 items, was comprehensible to the respondents and there was no need to correct it. After forming the questionnaire for this research, the questionnaire was sent to the target group - employees in the hotel industry of Montenegro. In the description of the questionnaire, there are instructions for creating the questionnaire as well as an explanation of the purpose of the questionnaire. The time required to fill out the questionnaire was approximately 15 minutes. The job satisfaction scale that was used was translated from English to Montenegrin-Serbian, Bosnian, Croatian. It counts nine aspects for assessing employees' attitudes about work and aspects of work, that is, it counts 9 subscales. A summated rating scale format is used, ranging from "strongly disagree" to "strongly agree". The items are written in both directions, so about half have to be recoded for research results. The Job Satisfaction Scale (JSS) was standardized on

¹⁷ Domazet, I.: *Uloga internog marketinga u unapređenju kvaliteta ljudskih resursa...* op.cit. str. 260-279.

¹⁸ Al-Makhadmah, I.: The Relationship between Internal Marketing Practices and Job Satisfaction in Four and Five-Star Hotels in Dead Sea, Jordan, *European Journal of Business and Management*, Vol.7, No.35, 2015, str. 117-124.

¹⁹ Stojanović, J., *Uloga interne komunikacije u kompaniji...* op.cit. str. 84-92.

²⁰ Marques, C., Leal C., Marques, C., Cabral B.: Internal marketing and job satisfaction in hotels in Via Costeria, Natal, Brazil, *Tourism & Management Studies*, Vol.14, No.1, 2018, str. 36-42.

²¹ Chen, N.: Internal/employee communication and organizational effectiveness: a study of Chinese corporations in transition. *Journal of Contemporary*, 2008, Vol.17, No.54, str. 167- 189.

²² Kulacha W., Narkwatchara, P., Siripool, P. Vilailert, K.: Internal communication, employee participation, job satisfaction, and employee performance, *Antlantis press*, Vol.186, No.1, 2018, str. 124-128.

²³ Stojanović, J., *Uloga interne komunikacije u kompaniji...* op.cit. str. 84-92.

²⁴ Milanović, V., Radičević, T., *Odnos između zadovoljstva poslom i postignuća na poslu-pregled empirijskih istraživanja od 1970. godine...*, op.cit. str. 89-118.

a sample of 3,148 respondents, in 19 samples with a high Alpha quotient of 0.95,²⁵ while the reliability of individual subscales ranges from Alpha quotient = 0.60 to 0.82. In the questionnaire, it was necessary to recode the following variables. Items number 2, 4, 6, 8, 10, 12, 14, 16, 18, 19, 21, 23, 24, 26, 29, 31, 32, 34, 36 were recoded, therefore the values are on a Likert scale.

Table 1. Presentation of socio-demographic data from the survey of employees in the hotel industry, Montenegro

Gender(%)	Male	57,4%	Job held by the employee (%)	a waiter	18%
	Female	42,6%		receptionist	19,7%
Level of education of respondents (%)	completed three-year high school	1,6%		manager	29,5%
	completed four-year high school	14,8%		leadership	18%
	completed basic three-year studies	39,3%		other	14,8%
	completed master's studies	13,1%	Godine radnoga staža	minimum	1 godina
Working monthly salary	minimum	450eura		maximum	23 godine
	maximum	1500eura			
Region where employees work (%)	northern region of Montenegro	23%			
	southern region of Montenegro	19,7%			
	central region of Montenegro	57,3%			

Source: Own processing

²⁵ Spector, P.E.: Measurement of human service staff satisfaction: Development of the Job Satisfaction Survey, *American Journal of Community Psychology*, Vol. 13, No 6, 1985, str. 91-98.

From the above results, it can be seen that the majority of the male population works in the hotel industry in Montenegro. The largest number of respondents, who made up the sample in this research, work in the central region of Montenegro, and the position of manager is the most represented position in terms of percentage. The most represented level of education in the Montenegrin hotel industry, in the sample that made up this research, was completed basic three-year studies. The average salary is 704 euros, while the average years of service of employees in the hotel industry in Montenegro is 5.5 years.

2.2 Research hypotheses

H0: Good internal communication, as an instrument of internal marketing, significantly affects the satisfaction of employees in the hotel industry in Montenegro

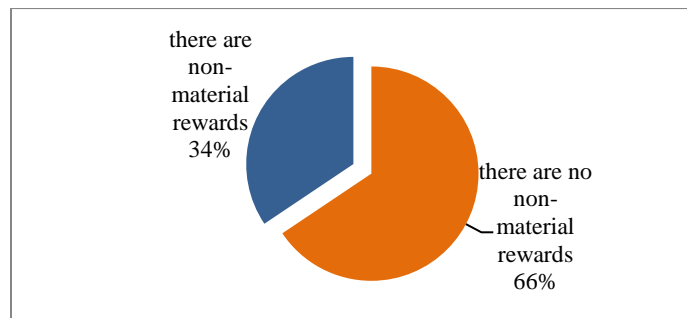
In addition to the basic hypothesis, the research focuses on two sub-hypotheses.

H1; Employees with fewer years of work experience have a higher degree of job satisfaction in the hotel industry in Montenegro

H2; The level of the employee's monthly financial compensation significantly determines the degree of job satisfaction of the employee in the hotel industry in Montenegro

2.3 Research results

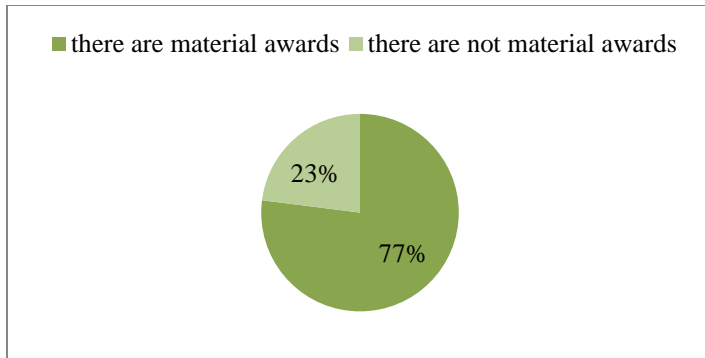
Korbach's alpha coefficient of reliability for positively and negatively connoted items is high and amounts to 0.915.



Graph 1. The percentage of non-material rewards in the hotel industry of Montenegro

Source: Own processing

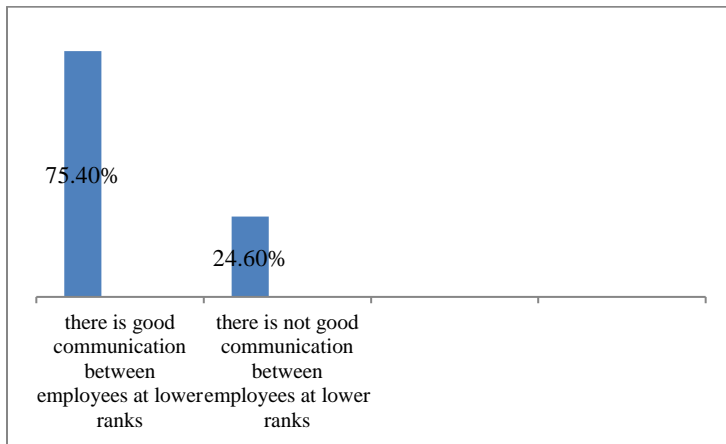
The research results indicate that intangible rewards exist in the hotel industry of Montenegro. The results of the research indicate that the largest number of respondents working in the central region stated that in the hotels where they work, there are non-material rewards (praise, recognition, certificates, diplomas).



Graph 2. The percentage of material rewards in the hotel industry of Montenegro.

Source: Own processing

From the results of the research, it is concluded that material rewards exist in the hotel industry in all three regions of Montenegro. The disproportion in the percentage of material rewards is also visible, as the largest number of respondents from the central region state that rewards exist in the hotels where they are employed.

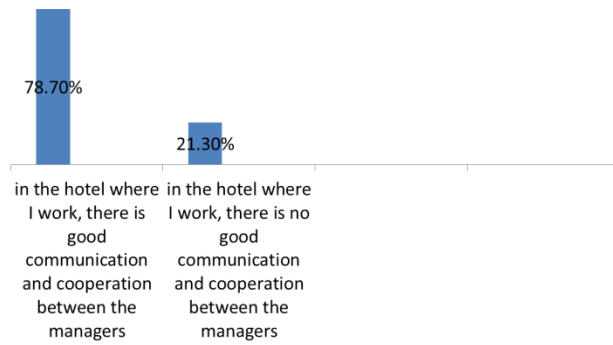


Graph 3. Quality of communication among employees at lower levels in the hotel industry of Montenegro.

Source: Own processing

From the results of the research, it can be seen that there is good mutual communication between employees at lower ranks in the hotel industry.

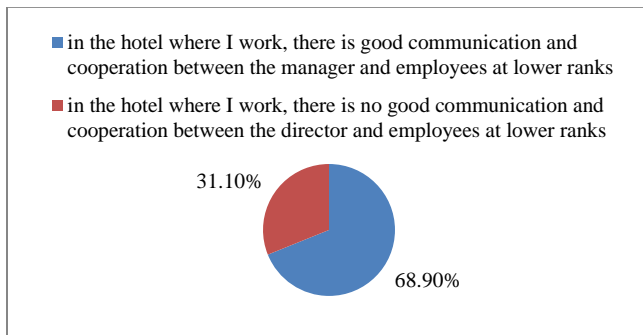
Sig.=0.000). This research indicated that material rewards significantly affect the level of job satisfaction in the hotel industry in Montenegro (N=61, F= 147.3, Sig.= 0.000).



Graph 4. Quality of communication and cooperation among managers in the hotel industry of Montenegro

Source: Own processing

The research results indicate that there is good cooperation and communication in the Montenegrin hotel industry between managers at all levels.



Graph 5. Quality of communication and cooperation between managers and employees at lower levels

Source: Own processing

It can be seen that there is good communication and cooperation between managers and employees at lower ranks in the hotel industry of Montenegro.

When it comes to gender and the degree of job satisfaction, there is no statistically significant difference in relation to gender, when it comes to the level of job satisfaction ($N=61$, $F= 0.735$, $Sig.=0.790$). The significance is not significant. The research results indicate that there is no statistically significant difference between the level of education and the degree of job satisfaction ($N=61$, $Sig.=0.658$, $F= 0.868$). The significance is not significant. The research results indicate that there is no statistically significant difference between the workplace where the respondents are employed, whether it is a workplace at a higher or lower level, in relation to the level of job satisfaction ($N=61$, $F=1,514$, $Sig.= 0.193$). Significance is not significant. The research results indicate that there is no statistically significant difference

between the perceived quality of communications within the hotel industry and the jobs performed by employees in the hotel industry (N=61, F=1.878, Sig.= 0.045). Significance is not significant.

2.4 Hypothesis testing

The following is the confirmation or rejection of the hypotheses and hypotheses that guided this research.

H0: Good internal communication, as an instrument of internal marketing, significantly affects the satisfaction of employees in the hotel industry in Montenegro, not confirmed. Based on the results of the research, the following can be observed. There is no statistically significant difference between the level of job satisfaction and the quality of internal communication (N=61, F=3.318, Sig.=0.007). Also, there is no statistically significant difference when it comes to the level of job satisfaction and the influence of good internal communication and cooperation among managers (N=61, F= 1.841, Sig.= 0.099). Based on the results of the research, it can be seen that there is no statistically significant difference when it comes to the impact of internal communication on job satisfaction between employees and management (N=61, F= 1,377, Sig.= 0, 255).

Table 3. Presentation of the quality of internal communication and job satisfaction

In the hotel where the respondents work, there is good communication and cooperation among the workers	3. 318	0,007
In the hotel where the respondents work, there is good communication and cooperation between the managers	1,841	0,099
In the hotel where the respondents work, there is good communication and cooperation between workers and managers/superiors	1,377	0,255

Source: Own processing

In addition to the basic hypothesis, the research was guided by two sub-hypotheses.

H1; Employees who have fewer years of work experience have a pronounced higher degree of job satisfaction in the hotel industry in Montenegro, not confirmed. There is no statistically significant difference when it comes to the level of job satisfaction and years of service of employees in the hotel industry of Montenegro (N=61, F=2.090, Sig.=0.061).

H2; The level of monthly financial compensation of the employee significantly determines the degree of job satisfaction in the hotel industry in Montenegro, it has been confirmed. That is, there is a statistically significant difference in the level of expression of job satisfaction and monthly monetary compensation for work (N=61, F=0.867,

IMPLICATIONS OF THE RESEARCH

In the research, a statistically significant difference was determined, based on the ANOVA method, between the degree of expression of job satisfaction and monthly compensation of employees in the hotel industry of Montenegro. If an employee is satisfied with the size of his salary, then this motivates him in his work, and a motivated employee gives his full potential when performing tasks that are defined by the workplace where he works. In the aforementioned research, a statistically significant difference was determined, based on the ANOVA method, between the degree of job satisfaction and receiving material rewards from the hotel where the employees work. Based on the results of the research, the results were obtained that there are both material and non-material rewards in the hotel industry of Montenegro. The findings of this research are consistent with the results of research that have been conducted, which indicate that the reward system is a very important element in motivating and pushing employees so that they feel satisfied with their workplace and encourage employees towards loyalty and commitment in the hotel industry.²⁶ By providing opportunities for employees to receive material rewards, hotel management strives to motivate their employees, as well as to encourage a sense of value among employees. The results of earlier research indicate that a relationship was found between faction satisfaction with job security and work performance among employees in a multicultural environment.²⁷ According to Maslow's hierarchy of motives, the need for esteem is one of the five groups of needs.²⁸ The respondents gave priority to material rewards as well as the salary level, which can be partly connected with the need for security, from the above hierarchy, which states that security also refers to a permanent job, that is, economic security. This research, using the ANOVA method, indicated that internal communication, as an instrument of internal marketing, does not significantly affect the level of job satisfaction in the Montenegrin hotel industry. Therefore, the dominant hypothesis in this research was not confirmed. The results of this research are not consistent with earlier research, which has been conducted on the same topic so far. The results of earlier research indicated that when an internal marketing system is properly implemented, it has a significant impact on organizational commitment. The results of earlier research indicate that there is a positive and statistically significant relationship between internal marketing and job satisfaction on the part of employees.²⁹ Although the sample is random and representative, it consists of only N=61 respondents. In addition to the above, we should also bear in mind the research findings that indicate that communication within the company is unquestionably far more important than its importance is generally recognized by the people involved.³⁰ Therefore, it could be assumed that the respondents in this research neglected the importance of internal communication by focusing on other items in the questionnaire.³¹ The results of earlier research indicated that the communication climate as a dimension is most closely related to overall job satisfaction and that the communication climate is in the first place as a significant factor in the connection between job satisfaction and internal communication. The research results of this research indicated, using the ANOVA method, that the years of service do not significantly affect the level of job satisfaction, which can confirm the importance of the board size and the existence of material rewards. The results of the research, using the ANOVA method, indicate that there are no differences in relation to gender when it comes to the level of job satisfaction. Although the sample in this research consisted of more men than women. The results of the research indicated that the level of education does not significantly affect job satisfaction, using the ANOVA method. Caution is suggested here when drawing conclusions due to the sample size of N=61. The results of these studies indicated that the position held by the employee is not significantly related to job satisfaction. The respondents gave priority to material rewards and salaries, which has already been discussed. This research showed that socio-demographic characteristics are not predictors of job

²⁶ Al-Makhadmah, I., *The Relationship between Internal Marketing Practices and Job Satisfaction in Four and Five-Star Hotels in Dead Sea, Jordan*, op.cit. str. 117-124.

²⁷ Milanović, V., Radičević, T., *Odnos između zadovoljstva poslom i postignuća na poslu-pregled empirijskih istraživanja od 1970. godine...*, op.cit. str. 89-118.

²⁸ Trebješanin, Ž., *Psihologija ličnosti*, Učiteljski fakultet Univerziteta u Beogradu, Beograd, 2010, str. 152.

²⁹ Marques, C., Leal C., Marques, C., Cabral B., *Internal marketing and job satisfaction in hotels in Via Costeria, Natal, Brazil...*, op.cit. str. 36-42.

³⁰ Stojanović, J., *Uloga interne komunikacije u kompaniji...*, op.cit. str. 84-92.

³¹ Domazet, I., *Uloga internog marketinga u unapređenju kvaliteta ljudskih resursa...*, op.cit. str. 260-279.

satisfaction. Taking into account the obtained results of this research and referring to research studies, it is supposed to be interesting to examine the influence of motivation and leadership styles of managers on job satisfaction in the hotel sector. It is suggested to examine the contribution of organizational culture in the hotel industry of Montenegro.

3. Perspectives on the application of internal communication in achieving employee satisfaction in the hotel industry

The improvement of internal communication, among other things, involves diagnosing the current situation in sectors, as well as the ability to identify disturbances. Possible problems could be diagnosed and solved more quickly if, for example, certain software were introduced where all employees could enter information, that is, difficulties they encountered while performing their work. A special emphasis is placed on the flow of information from superiors as well as feedback for the work done, because the previous research that was discussed pointed to the unfavorable impact of too much information on job satisfaction. It is clear that in general "disruptions" are a potential source of employee dissatisfaction, and if they were successfully and accurately resolved in a timely manner, they would not negatively affect the employees' sense of satisfaction. Anonymous online questionnaires would certainly have their application in an organization. They would examine attitudes and values at different levels within the organization. Technology can be applied almost everywhere in the hotel industry. And then when it refers to jobs of a lower rank and to jobs of a higher rank. When it comes to leadership and managerial positions, it is likely that in the foreseeable future there will be systems that will be able to coordinate the solving of some problems within the organization that would work on the principle of logarithms where data is entered and the result-solution of any type of problem is obtained. When it comes to performing waiter or reception jobs, there is also the question of these jobs being taken over by robots.

CONCLUSION

In the subject research, one dominant hypothesis and two sub-hypotheses were singled out at the beginning. It was assumed that there is a connection between specified socio-demographic variants and job satisfaction in the hotel industry in Montenegro. In order to better understand the quality of these connections, the following were used: ANOVA, cross-tabulations and frequencies. In this research, independent variables were used: gender, level of education, years of service, region in which the respondent is employed, level of monthly salary, position held by the respondent in the hotel industry. Although this research indicated that good internal communication in the hotel industry does not significantly affect the level of job satisfaction, we should also keep in mind the sample that made up this research, N=61. Regardless of the results of the research, good internal communication in companies is not only a reflection of successful policy and good interpersonal relations, but it is one of the conditions for good functioning and continuous development of the organization. Previous research has shown the undeniable importance of internal communication in employee job satisfaction, as well as its great importance in achieving organizational goals. The observed results, in this research, are as follows. Years of service are not related to job satisfaction, that is, years of service do not have a significant impact on the level of job satisfaction in the hotel industry. This research indicated that the level of monthly financial compensation of the employee, as well as material reward, significantly determines the degree of job satisfaction in the hotel industry in Montenegro. Implications for future research are for the sample size to be significantly larger. It is also suggested to examine the influence of managers' motivation and leadership styles on job satisfaction in the hotel sector. Taking into account the importance of organizational culture in organizations and its influence on job satisfaction, it is suggested to examine its contribution in the hotel industry of Montenegro.

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