

*Research Paper***How a tip affects workers' motivation – The relationship between Slovenia and Montenegro in tourism and hospitality***Submitted in 13, September 2021**Accepted in 24, January 2022**Evaluated by a double-blind review system*

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ABSTRACT

Purpose: The main goal of the research was to examine the impact of tips on employee satisfaction and motivation.

Methodology: Empirical part of presented study was to examine the correlation between employee motivation for work and the amount of tips they receive. For data processing, ANOVA and t-test were used, as well as the determination of the mean value and Eta Square.

Findings: The results of the research indicate that the general satisfaction with the working environment in Slovenia is much better than in Montenegro, but employees who are in Montenegro receive tips much more often. The results of the research also indicate that with the increase in employee satisfaction, the possibility of receiving a tip increase.

Research limitations: A relatively small sample of respondents does not allow the generalization of research results. Further studies should examine and compare countries in the immediate vicinity of Slovenia and Montenegro and identify differences in the behavior of restaurant owners and employees.

Practical implications: The practical implications are reflected in the possibilities of using the obtained results in hotel practice for business strategy development and various models of rewards.

Originality: The income of employees directly depends on the amount of tips received but, there is still no quality systematic source for providing reliable information to managers and owners of catering facilities regarding tips.

Keywords: Tips, Satisfaction, Worker's motivation, Slovenia, Montenegro, Tourism Services.

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1. Introduction

The paper is structured into five chapters: introduction, theoretical framework, methods, results, discussion and conclusion. The introduction lists the subject and objective of the work and describes the methodological framework and structure. The first chapter represents a theoretical background and one new study into the domain of tipping habits in the service industry. Chapter two deals with methodological notes. The next chapter is for the results of the research. The discussion and conclusions focus on the main implications of the research and offer some assumptions that are important for the very topic of psychological aspects of motivation concretized on the field of work in the tourist - hotel industry.

Tourists from around the world often face expectations that they will leave voluntary payments of money (called “tips,” “propinas,” and “pourboire” among other things) to the workers who serve them (Lynn & Kwortnik, 2020). This behavior has widely researched the subject, especially in the tourism (Lynn et al., 1993; Raspor, 2007; Raspor, 2009; Raspor, 2010a; Mansfield, 2016; Raspor & Divjak, 2017) taxi (Lynn, 2009) and gambling industry (Raspor, 2015a). Employees expect it in most countries. In some countries, it goes without saying.

For many years, tipping has received some attention from psychologists, who wanted to understand the psychological motivations for tipping (Azar, 2020). Lin and Namasisvayam (2011) propose that it is important to understand tipping systems not only from the customer's “point of view but also from that of employees”.

The aim of the research is to show how the tip affects the motivation of employees in the tourism and hospitality industry. Due to their specificity (Raspor & Divjak, 2017), two post-communist countries Slovenia and Montenegro were taken as the target group. In this research paper the main goal is to find out how employees in the Slovenian and Montenegrin service industry are motivated for increasing tips and how the tip contributes to their motivation. The results of the research should be representative, as the survey sample included employees from the service industry from different tourist - hospitality activities. In accordance with the aim of the research, the main and three auxiliary hypotheses were set (Nikić, 2012):

Main hypothesis MH: There is a direct influence of the tips on the motivation of the employees

H1: In Montenegro, employees are more satisfied with the tip

H2: Employees who are more satisfied with a tip are more likely to receive a tip

H3: Employees who are more motivated to work by tips are more likely to receive a tip.

Based on hypotheses as our ideas of processes and phenomena in objective reality that actually rests on knowledge, intelligence, imagination and intuition, we come up with a mental answer on relationships between phenomena that are variable, so they are called variables. Parts of objective reality relating to the concept of a variable that we want to operationalize are called indicators or ratios. As measuring indicators of this research, we can list psychological qualifications of employees such as: level of education, personal orientation, age, family, income height, cultural, religious, and artistic habits, real estates, living and work conditions, use of transport funds, sea, mountain, village, city as a choice of tourist destination, attitude towards the water. The operationalization of the mentioned indicators through what is determined as a base analysis at the level of research techniques such as interviews, surveys, and content analysis follow further

methodological development. Mutual indicators relations are analyzed through a number of statistical research techniques. Since quantitative research is not always possible, qualitative analysis such as content analysis, functional, organizational, and institutional analysis is used. Surveying using questionnaires or through interviews with respondents, through the method of probe, represents a very significant research technique, since the representative sample in the study is very practical for obtaining the necessary data. Motivation research techniques come at the end: technique of psychological material research, psychological material processing, psychological material use and research in the form of a structural interview created with the aim of determining the influence of tips on the motivation of workers in the service industry in Slovenia and Montenegro.

2. Literature Review

A tip or tips draws its roots from the Turkish word *baksis* and basically represents money given over a set price as a reward for effort or a gift as a reward for a service rendered. It usually has no exact value but depends on the mood of the customer and the amount of the bill. It is in fact a noun derived from the Persian verb *bahshiden* which in translation means to give, bestow, bestow (Škaljić, 1965). From the very beginning of its application, as a means of showing the wealth and supremacy of wealthy Americans, in the late 1800's, until today, the perception of the concept of tips in society has changed. Although quickly implemented into social norms, tips at some point in history experienced fierce opposition and an attempt to ban them around 1900. They were later included in standard social norms of behavior in most countries of the world. However, in some countries, such as France, they are seen as a fee for services on the bill, while in Japan they are seen as an insult, because the Japanese believe that the quality of service provided should be at the same level as the bill. In America, tip height varies from city to city. In some it is fixed and amounts to 10%, while in others it depends on the service provided. In England, a tip is included in the price as in Taiwan. It is evident that differences in cultures, lifestyles and behaviors indicate the existence of different rules when it comes to giving tips. It can be said that tips represent a certain injustice, which is based on a different experience of the one who serves and the one who serves. Differences in these experiences further lead to the creation of needs for tips. Precisely because of this, most waiters resort to certain changes in order to satisfy those who serve and get as many tips as possible. These changes have been investigated by many scientists who have analyzed them as factors influencing the increase or decrease in tips.

Other research has also examined cases where customers are people who work as waiters or people who are not engaged in the waiter business. The results of such research indicate that people who work as waiters in the role of customers better understand the importance and size of the tip (Liu, 2008).

Most waiters adjust their behavior towards customers in order to get as much tip as possible. Various studies have addressed this issue. Hair color was investigated (Guéguen, 2013), uniform colors (Guéguen & Jacob, 2012a) and even the colors of the waitress lipstick (Guéguen & Jacob, 2012b). Another similar study confirms that several different behaviors of waiters affect the increase in tip (Mayouf, 2013). Many waiters feel inferior to guests which has also led to various research on the relationship between tips and waiter skin color. The results of such research indicate that there are still significant differences in the height of the tip (Lynn et al., 2008) which are given to white and black waiters regardless of being in the same working conditions, but there

are variations depending on whether the racial differences are more or less pronounced (Brewster, 2012).

Also, research has shown that tip amounts after controlling for bill size increased with the amount of time customers spent on the meal occasion and that this increase was itself larger the smaller the dining parties' bill sizes (Lynn et al., 2012). Most research indicates that the visual experience of a waiter is important when it comes to tip height. Many authors point out that clothes, especially their color, significantly affect the height of the tip (Elliot & Niesta, 2008; Lynn, 2009; Guéguen & Jacob, 2011; Guéguen & Jacob, 2012a). Another very interesting study related to tips indicates that "male patrons gave tips more often to a waitress who wore lipstick and, when they did so, they gave her a larger amount of money" (Guéguen & Jacob, 2012b). However, this effect was found only when waitresses worn red lipstick. With female patron no lipstick effect was found. This research was build on previous researches that aimed to influence makeup on tips (Jacob et al., 2009). Money is a very common motivator by the simple fact that it enables the satisfaction of several different human needs (Nikić, 2012). In contrast to all previously mentioned, certain authors examined the impact of tips on the sexual harassment of workers who are women in most countries. They concluded that boosting employee salaries that would be fixed could result in a reduction in the occurrence of sexual harassment employed by customers (Klein et al., 2020).

Other authors have tried to explain the existence of the notion of tips in another way by examining the effects of tips on a firm's profitability by analyzing the balance of supply and demand in the market. The same authors presented a microeconomic theoretical model that can be used to simulate the markets of monopolistic and non-monopolistic firms and thus show that tips have a significant impact on profitability in both types of companies in cases where differences between consumer segments are evident (Schwartz, 1997).

If one of the levels of research of sociology of tourism is the so- called micro-sociology of tourism (Nikić, 2012) which puts an accent on the socio-psychological aspects of a tourist organization, on the issue of inter-human relations in a hotel, motel, settlement or camp, as well as on profiling personnel who are employed. This level of research would overlap with the problem of social psychology for tourism needs and especially hoteliers. Thus, users of tourist -catering services could be determined and undecided guests, patient and nervous, cholera and phlegmatic, sensitive and rational, modest and boastful, pleasant and unpleasant, sympathetic and unsympathetic, having standard and non-standard demands, open and closed personalities, boastful and unboastful, prone to excess or calm. Since guests demand a high quality of service, employee skills must evolve to meet their demands (Raspor et al., 2014). For this reason, the managers, as well as experts, are trying to devise ways to persuade employees to enhance the quality of service, improve their work motivation and enhance the worker output (Raspor & Rozman, 2016).

3. Methodology

3.1. Research Design

The survey in the form of a structured interview was created with the goal to investigate the impact of tipping on workers' motivation in the service industry in Slovenia and Montenegro. The questionnaire was designed based on previous research (Raspor, 2010b) (Raspor & Rozman, 2016) therefore, it allows a direct comparison with the

previous findings. In order to obtain the sample it was used Convenience Sampling method (also known as availability or Haphazard or Accidental Sampling) which is a non-probability/non-random sampling technique and it is realized upon several criteria such as ease of access, geographical proximity, availability at a given time, willingness to participate or sample is situated, spatially or administratively, near to the location where researching is conducted (Lavrakas, 2008; Robinson, 2014; Etikan, 2016).

Respondents were asked to fill out the questionnaire in the presence of the researcher (Table 1). It was created a sample that consisted of 373 in Slovenia and 370 respondents in Montenegro. The questionnaire was distributed in various companies in the service sector.

Table 1. Demographic and socioeconomic sample profile

	Slovenia		Montenegro		Total	
	Frequency	Valid Percent	Frequency	Valid Percent	Frequency	Valid Percent
Gender						
Male	142	38,0	207	56,1	349	47,1
Female	232	62,0	162	43,9	392	52,9
Total	374	100,0	369	100,0	741	100,0
Age						
till 25	26	7,0	102	27,7	128	17,3
26-30	257	68,7	156	42,4	411	55,5
31-50	90	24,1	90	24,5	180	24,3
more than 51	1	,3	20	5,4	21	2,8
Total	374	100,0	368	100,0	740	100,0
Education						
Less than high school	36	9,6	68	18,5	104	14,1
High school sent more	338	90,4	300	81,5	636	85,9
Total	374	100,0	368	100,0	740	100,0
Work description/position						
Service / waiters	232	62,0	146	39,8	376	50,9
Kitchen	34	9,1	170	46,3	204	27,6
Hotel reception	10	2,7	12	3,3	22	3,0
Cleaners			10	2,7	13	1,8
Slot tables	3	,8			11	1,5
Slot machines	11	2,9	1	,3	22	3,0
Cash register	21	5,6	2	,5	4	,5
Casino reception	2	,5			24	3,2
Security service			2	,5	39	5,3
Hairdresser / pedicur	24	6,4	8	2,2	8	1,1
Gas station seller	37	9,9	4	1,1	4	,5
Other			12	3,3	12	1,6

Total	374	100,0	367	100,0	739	100,0
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Answers were collected in the period from February to October 2019. The questionnaire contained questions regarding the satisfaction on the workplace and the impact of tipping on motivation to work. It was used the Five-Point Likert scale (Brown, 2010; Sullivan & Artino, 2013) from 1 (Totally dissatisfied/I do not agree at all) to 5 (Very satisfied/I totally agree) to rank the level of satisfaction in work surroundings and the level of tipping impact. The obligatory part of the questionnaire was also a set of socio-demographic questions to determine the profile of respondents. Statistical data analysis was realized by IBM Statistic Package for Social Science (SPSS) software version 20. For statistical analysis, apart from the mean value, the chi-square test, ANOVA, t-test for the independent sample (Reporting Statistics in Psychology, 2014), and Eta Square (Cohen, 1988), were used as well. In next table is presented demographic and socioeconomic sample profile.

It could be seen that in the sample there is a little bit larger proportion of females in Slovenia and quite a larger proportion of male in Montenegro. There are more young respondents (till 40 yrs.) which could point to general remark concerning employees' age in the service sector. The structure of education and work description/position status of respondents were expected and that sign on good representativeness of sample concerning those attributes. Due to the sampling system, snowball locations are not equally represented.

4. Results and discussion

Respondents were surveyed regarding satisfaction with the situation at work, the results of which were covered through 17 statements (Table 2).

Table 2. Workers' satisfaction in relation to various workplace elements

	Slovenia			Montenegro			Total		
	N	Mean	Std. Deviation	N	Mean	Std. Deviation	N	Mean	Std. Deviation
Work situation	372	3,87	,799	369	3,56	1,145	739	3,72	,997
Job request (psychic or physical)	373	3,65	,897	370	3,52	1,007	741	3,59	,956
Promotion opportunities	367	3,44	1,064	370	3,33	1,166	735	3,38	1,118
Notice about events in the company	373	3,82	1,008	369	3,49	1,063	740	3,65	1,048
Salary and other financial benefits	374	3,61	1,021	369	3,47	1,035	741	3,54	1,029
Relationship with subordinates	373	4,10	,865	370	3,85	,900	741	3,97	,891
Joint decision making at the workplace	372	3,64	,996	370	3,29	1,129	740	3,46	1,077
Tipping	347	3,64	1,053	368	3,44	1,135	713	3,53	1,100
Permanent job	368	4,00	,889	370	3,33	1,104	736	3,66	1,057
Training opportunities	368	3,62	,997	370	3,35	1,141	736	3,48	1,078
Job autonomy	369	3,98	,923	370	3,49	1,062	737	3,73	1,024

Job reputation	369	3,85	,910	370	3,54	1,054	737	3,69	,995
Job creativity	368	3,79	,991	369	3,51	1,069	735	3,65	1,038
The certainty of work	369	3,92	,872	370	3,60	1,040	737	3,75	,971
Leadership	365	3,84	,927	370	3,41	1,059	733	3,62	1,018
Interesting work	369	3,95	,903	370	3,66	1,034	737	3,81	,982
Guest	371	3,69	,961	370	3,84	1,018	739	3,76	,993
		3,7889			3,5113			3,6478	

By analysing the T-test (Table 3) the results obtained from the seventeen statements regarding the satisfaction with the situation at work, it can be concluded that there are statistical differences between Slovenia and Montenegro in (listed where).

Table 3. Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Q1_1 Equal variances assumed (EVA)	74,156	,000	4,342	737	,000	,315	,072	,172	,457
			4,340	654,870	,000	,315	,073	,172	,457
Q1_2 (EVA)	7,284	,007	1,748	739	,081	,123	,070	-,015	,260
			1,748	729,145	,081	,123	,070	-,015	,260
Q1_3 (EVA)	3,233	,073	1,384	733	,167	,114	,082	-,048	,276
			1,384	728,879	,167	,114	,082	-,048	,276
Q1_4 (EVA)	5,032	,025	4,283	738	,000	,326	,076	,177	,476
			4,283	735,398	,000	,326	,076	,177	,476
Q1_5 (EVA)	,007	,934	1,837	739	,067	,139	,076	-,010	,287
			1,837	738,662	,067	,139	,076	-,010	,287
Q1_6 (EVA)	,778	,378	3,744	739	,000	,243	,065	,116	,370
			3,744	737,778	,000	,243	,065	,116	,370
Q1_7 (EVA)	8,053	,005	4,422	738	,000	,346	,078	,192	,500
			4,422	726,681	,000	,346	,078	,192	,500
Q1_8 (EVA)	2,806	,094	2,368	711	,018	,195	,082	,033	,356
			2,374	710,935	,018	,195	,082	,034	,355
Q1_9 (EVA)	32,968	,000	9,026	734	,000	,668	,074	,522	,813
			9,036	705,282	,000	,668	,074	,522	,813
Q1_10 (EVA)	7,744	,006	3,268	734	,001	,258	,079	,103	,413

(EVNA)			3,270	722,614	,001	,258	,079	,103	,413
Q1_11 (EVA)	24,276	,000	6,594	735	,000	,484	,073	,340	,628
(EVNA)			6,598	722,460	,000	,484	,073	,340	,627
Q1_12 (EVA)	17,766	,000	4,157	735	,000	,301	,073	,159	,444
(EVNA)			4,160	721,036	,000	,301	,072	,159	,444
Q1_13 (EVA)	6,523	,011	3,580	733	,000	,272	,076	,123	,421
(EVNA)			3,581	729,573	,000	,272	,076	,123	,421
Q1_14 (EVA)	27,223	,000	4,465	735	,000	,316	,071	,177	,454
(EVNA)			4,468	714,796	,000	,316	,071	,177	,454
Q1_15 (EVA)	19,684	,000	5,762	731	,000	,424	,074	,280	,568
(EVNA)			5,769	721,825	,000	,424	,073	,280	,568
Q1_16 (EVA)	16,790	,000	4,034	735	,000	,289	,072	,148	,429
(EVNA)			4,037	723,556	,000	,289	,072	,148	,429
Q1_17 (EVA)	,425	,514	-2,014	737	,044	-,147	,073	-,290	-,004
(EVNA)			-2,014	734,910	,044	-,147	,073	-,290	-,004

Table 4 presents descriptive statistics Frequency of receiving a tip. And, in table 5, we tested the model with Levene's Test. There is a statistically significant difference between the two samples.

Table 4. Frequency of receiving a tip

	Slovenia		Montenegro	
	Frequency	Valid Percent	Frequency	Valid Percent
Several times a day	93	25	24	22,2
Daily	65	17,5	30	27,8
Several times a week	82	22	16	14,8
Occasionally	103	27,7	26	24,1
Never	29	7,8	12	11,1
Total	372	100	108	100

Table 5. Levene's Test Frequency of receiving a tip

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	,150	,699	,527	735	,598	,051	,097	-,139	,241
Equal variances not			,527	734,856	,598	,051	,097	-,139	,241

assumed									
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The respondents also answered questions that directly concern the influence of the tips on the motivation of the employees. We can conclude that employees are more motivated to work harder and better when get a tip. Also, they feel that their activity has produced a result, and therefore, all this positively reflects on the quality of work. Also, respondents generally agreed that tipping is a financial stimulus for work that influences and motivates them (Table 6). The highest mean value was achieved with the statement: When I get tips, I fill satisfaction because my activity brings me a result (4.20 for Slovenia and 3.77 for Montenegro).

Table 6. Impact of tipping on worker's satisfaction

	Slovenia			Montenegro			Total		
	N	Mean	Std. Deviation	N	Mean	Std. Deviation	N	Mean	Std. Deviation
If I get a tip, I try harder and I work better.	354	3,69	1,220	367	3,64	1,231	719	3,66	1,224
If I get a tip, I'm kinder to the guest	353	3,44	1,271	367	3,53	1,227	718	3,48	1,249
If I get a tip, it does not affect my relationship with the guests	351	3,31	1,289	366	3,36	1,296	715	3,34	1,292
When I get tips, I fill satisfaction because my activity brings me a result	353	4,20	,913	367	3,77	1,159	718	3,98	1,068
If I get tips, it not influence on me at all	353	2,73	1,262	367	2,94	1,260	718	2,83	1,266
In addition to salary and allowances, I receive and tips, so I am ready to work more than regular working hours.	352	2,52	1,318	366	3,39	1,244	716	2,96	1,353
Tips belong to financial stimulators for work..	350	3,41	1,427	368	3,67	1,183	716	3,54	1,314
Because my income is made up of tips beside other, I use less sickness.	351	2,31	1,395	368	3,33	1,289	717	2,83	1,434
Tips motivate me on work.	350	3,49	1,444	368	3,71	1,231	716	3,60	1,343

In order to be able to determine statistically significant difference we did test: t-test for independent samples (Table 7) and test of Homogeneity (Table 8) and ANOVA (Table 9). The suitability of the model is confirmed.

Table 7. T- test Research of Impact of tipping on worker's satisfaction

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-	Mean	Std. Error	95% Confidence Interval of the	

					tailed)	Difference	Difference	Difference		
								Lower	Upper	
Q3_1	Equal variances assumed	,079	,779	,455	717	,649	,042	,091	-,138	,221
	Equal variances not assumed			,455	716,232	,649	,042	,091	-,138	,221
Q3_2	Equal variances assumed	,593	,441	-1,025	716	,306	-,096	,093	-,279	,088
	Equal variances not assumed			-1,024	711,433	,306	-,096	,093	-,279	,088
Q3_3	Equal variances assumed	,033	,856	-,587	713	,557	-,057	,097	-,247	,133
	Equal variances not assumed			-,587	711,713	,557	-,057	,097	-,247	,133
Q3_4	Equal variances assumed	29,455	,000	5,553	716	,000	,434	,078	,280	,587
	Equal variances not assumed			5,582	690,950	,000	,434	,078	,281	,586
Q3_5	Equal variances assumed	,891	,346	-2,296	716	,022	-,216	,094	-,401	-,031
	Equal variances not assumed			-2,296	714,283	,022	-,216	,094	-,401	-,031
Q3_6	Equal variances assumed	2,551	,111	-9,150	714	,000	-,877	,096	-1,065	-,688
	Equal variances not assumed			-9,138	706,457	,000	-,877	,096	-1,065	-,688
Q3_7	Equal variances assumed	29,172	,000	-2,723	714	,007	-,266	,098	-,458	-,074
	Equal variances not assumed			-2,709	674,921	,007	-,266	,098	-,459	-,073
Q3_8	Equal variances assumed	4,478	,035	-10,336	715	,000	-1,034	,100	-1,230	-,837
	Equal variances not assumed			-10,316	703,583	,000	-1,034	,100	-1,230	-,837
Q3_9	Equal variances assumed	21,575	,000	-2,233	714	,026	-,224	,100	-,420	-,027
	Equal variances not assumed			-2,223	682,566	,027	-,224	,101	-,421	-,026

Table 8. Test of Homogeneity of Variances

Levene Statistic	df1	df2	Sig.
1,838	4	704	,120

Table 9. Anova

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	46,561	4	11,640	10,069	,000
Within Groups	813,842	704	1,156		
Total	860,403	708			

Table 10 show Frequency of receiving a tip and satisfaction with a tip as a motivating factor.

Table 10. Frequency of receiving a tip and satisfaction with a tip as a motivating factor

Slovenia						
	Several times a day	Daily	Several times a	Occasionally	Never	Total

	week					
Completely dissatisfied	2%	0%	3%	6%	70%	5%
Dissatisfied	5%	2%	6%	9%	10%	6%
Neither yes nor no	20%	15%	48%	44%	10%	32%
Satisfied	47%	48%	26%	22%	0%	34%
Very satisfied	26%	35%	18%	18%	10%	23%
Total	100%	100%	100%	100%	100%	100%
Montenegro						
	Several times a day	Daily	Several times a week	Occasionally	Never	Total
Completely dissatisfied	7%	8%	9%	6%	11%	8%
Dissatisfied	11%	13%	5%	13%	19%	12%
Neither yes nor no	23%	23%	28%	34%	31%	27%
Satisfied	35%	39%	42%	29%	33%	36%
Very satisfied	23%	17%	16%	19%	6%	18%
Total	100%	100%	100%	100%	100%	100%

According to the above hypotheses and the presented results of the research, the following findings concerning the habits of leaving tips could be discussed:

AH 1: In Montenegro, employees are more satisfied with tips - CONFIRMED

In Table 7 a test of the model is presented (Sig. = 0.000 < 0.05 (significance threshold) equal deviations do not imply $t = 5,582$; $df = 690,950$; Sig. (2-tailed) = 0.000 < 0.05 - shows that the hypothesis has been proven). Analysis of each individual item in numbers: 4, 6, 7, 8 would satisfy the hypothesis that in Montenegro people are more satisfied than in Slovenia. Items 1, 2, 3, 5, 9 would not satisfy the hypothesis that it is better in Montenegro than in Slovenia.

AH 2: Employees who are more satisfied with tips are more likely to get a tip - CONFIRMED

In Table 9 ($F = 10,069$; Sig. = 0.000 < 0.05) we can see that the hypothesis is fully confirmed.

AH 3: Employees who are more motivated to work by tips are more likely to receive a tip - CONFIRMED

Table 10 is presented Cross Tabulation of motivation to work and receive a tip. Employees who are more satisfied with a tip receive a tip more often

Tipping positively influences motivation. By mere observation and discussion tipping is an incentive that motivates servers to put an extra effort at providing a good service in the restaurant (Clotildah et al., 2014). Sometimes a lack of relevant technical skills of learners can hinder the success of online study course (Pathak & Vyas, 2019).

However, the current research has shown motivations affect the motivation of employees and the good services provision in tourist- hospitality facilities. As for the regulation of tips and the impact of tips on employees motivation and work flexibility,

the questionnaire showed that allowing employees to take tips motivates employees. That a regulated system of collecting and distributing tips affects employees satisfaction. The enablement of employees' right to tips affect satisfaction at work. Reward system, together with the tip, best motivates the employees. The majority of respondents responded positively (I fully agree) to a question about the impact of tips on employees behaviour.

If they get tips, they try harder and therefore do their job better (Table 10). If they get tips, they are nicer to the guest. Receiving tips does not affect their work with guests at all. When they receive tips, they feel pleasure because their work brings results. Receiving tips does not affect their well-being at all. They're ready to work overtime, because in addition to pay and supplements, they get tips (Table 6). Tip represents one of the financial stimulators for work. They use sick leave less because the income is mostly consisted of tips. If they can put tips directly "in the pocket", they are prepared for overtime work. As for work satisfaction and the impact of tips on the motivation of employees according to the questionnaire they are satisfied.

Literatures confirmed that tipping was an important topic and related in service workers' life. Most of the previous research findings indicated that tip relies on service (e.g., Ineson & Martin, 1999; Whaley, 2011; Rus et al., 2017). The act of tipping is a commonly accepted and highly evolved custom in many countries and remains vital to the livelihood of service professionals, and in cultures such as the United States (US), most customers understand and conform to the custom of tipping. (Whaley et al., 2014). Also, Azar (2020) concluded that tipping is a multi-billion-dollar phenomenon and a major source of income for millions of workers. He conducted research in the US and Israel and concluded that people tip mainly to show gratitude, conform to the social norm, and because they know that waiters' income depends on tips.

The article reports the results of a survey about tipping motivations and behavior. Adequate explanations for tipping require a better approach that incorporates both rational motives and psychological motives, so recognizing potential motives such as the desires to reward good quality service, to help the service workers, to gain social approval/status, and to conform to internalized tipping norms (Saunders & Lynn, 2010). The paper research the impact of tipping on workers' motivation in hospitality and gambling industry in Montenegro. The research shows that employees are more motivated to work harder and better when get a tip. Also, they feel that their activity has produced a result, and therefore, all this positively reflects on the quality of work. They generally agreed that the tipping is a financial stimulus for work that influences and motivates them. Saunders and Lynn (2010) suggest that tipping serves as a quality control lever where consumers assume control over the determinants of good service, it means that poor service generally produces meager tips and results in little to no income for the server. lending support to the belief that the main justification for tipping is that it promotes better service. Raspor and Rozman (2016) found out that tipping is not used enough as a tool to motivate employees. In past research Raspor et al. (2014) found a correlation between methods used to increase the value of tips and better service quality, increased financial and numerical flexibility, motivation, satisfaction upon receipt of tips and the method used to increase the value of tips. Lynn and Graves (1996) found that managers may need to assume a larger, more active role in monitoring and rewarding service employees, they find out that tips provide only a weak incentive, and in that case managers need to supplement customer tipping with other forms of evaluation and incentives (work schedules, preparation and clean-up assignments, customer seating decisions etc.).

Simons and Enz (2007) provide overview of the literature about motivation research in hospitality between 1990 and 2001 and conduct that hospitality research on motivation is vital for understanding and practical for management. We can conclude that workers are highly motivated by guests and tipping in relation to the other situations on the workplace. Some factors such as age, education, work position are in relation with job subordinate, joint decision making at the workplace, tipping, permanent job, job reputation, promotion opportunities as motivators. Motivation is conceived as one of several factors that affect employee task performance, but it is accorded a central position in many performance models (Simons and Enz, 2007).

This research provides a good basis for additional research. Managers' opinions can be explored about what factors managers recognize as important for motivating employees and what kind of motivation managers practice in the hospitality and gaming sector. It can also be examined whether managers recognize the right kind of tips and working conditions as an important factor for motivating workers and improving the quality of service. By comparing the results of a research and research that could be done with managers in the future, a solution could be found to satisfy more effectively both sides.

It is recommended that the existence of an efficient system of motivation of employees within the work they perform raises the quality-of-service provision and consequently consumer satisfaction, which leads to the return effect, higher income of the company and additional earnings of employees. Also, recommendation to the management of the company is that the improvement of working conditions, opportunities for promotion, involvement of employees in the decision-making process affects indirectly the profit of the company, as satisfied employees work harder and better, which keeps existing and attracts new clients.

5. Conclusion and Future Research

The results of the research confirm the hypotheses that there are certain differences in satisfaction with the tip when it comes to Montenegro and Slovenia. The obtained results indicate that employees in Montenegro are more satisfied with the tip compared to their colleagues in Slovenia, i.e., that employees who are more satisfied with the tip are more likely to receive a tip. On the other hand, the results obtained indicate that employees are more motivated to work with tips and are more likely to receive a tip. The originality of this research is visible in the fact that the topic is related to motivation in the field of tourism and hospitality in Montenegro and Slovenia. That is, a comparison of the same activities was made in the countries located in the European Union (Slovenia) and the countries that have yet to become members of the EU (Montenegro). Employees in these two neighboring countries were analyzed when it comes to tip satisfaction and the intensity of receiving it. Also, the factors that affect the motivation of workers are analyzed. This research sheds new light on the current issue of tips, which represent a variable part of total earnings in the hospitality industry and one of the main motivators for better work and better service. The results of the research can be used for a better understanding of employees, their motivation for work by managers and owners of restaurants in Montenegro and Slovenia, but also for the adoption of certain strategic documents in the field of tourism and hospitality at the national level of these two countries. With a deeper understanding of this issue, conditions are being created for more efficient and effective operation of catering facilities and taking a better position on the market. Most restaurant owners, unfortunately, still do not understand the direct connection between better service, customer satisfaction and increased tips.

Organizations operating in the field of tourism and hospitality must understand the importance of motivating their employees, especially through higher tips, because in this way successful managers will not fall into the trap of additional transport costs. There are certain limitations when it comes to this research in the sense that only two countries were taken, Montenegro and Slovenia. We believe that the research should be extended to other countries of the former Yugoslavia, which are very similar in terms of socio - psychological characteristics, mental structure of the people and which in the past were related to the same language. Such comprehensive research could significantly increase the sample of respondents and better confirm the results obtained. In addition to the above, we believe that it is necessary to continue research in this direction and create new ways to examine the issue of tips from the angle of internal motives of employees within catering companies as well as male - female relations in the business environment in the field of tourism and catering. Such research could be applied to the entire field of tourism as a service activity. Examining the relationship between tips, motivation and commitment to work or catering facility in which the person is employed, would provide insight into a better understanding of the issue of employee motivation. The new studies can be extended to various services in the field of tourism and catering.

Finally, further research in terms of analyzing the behavior of employees in the hospitality industry in terms of the amount and intensity of tips would be interesting in the part of service users in jobs that are subcontracted in relation to standard jobs because in such jobs tips are vital for the whole business. venture.

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