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## RESEARCH OF EMPLOYEE MOTIVATION IN THE SPA TOURIST CENTERS IN SERBIA

## ИСТРАЖИВАЊЕ МОТИВАЦИЈЕ ЗАПОСЛЕНИХ У БАЊСКИМ ТУРИСТИЧКИМ ЦЕНТРИМА СРБИЈЕ

**Summary:** *The success of business companies whose business is tourism largely depends on the human resources or employees. It is therefore essential that employees in spa tourism (hotels, wellness and spa centers, rehabilitation centers) are motivated and thus be able to provide high quality service and achieve the required level of customer satisfaction services. The paper presents new findings in motivating employees, which may be used by other companies to motivate their employees and achieve commitment, productivity and retention of quality staff. The aim of this research is to determine on which motivational indicator employees in spa centers are the most and the least consistent as well as the relation between characteristics of the subjects on the highest and lowest consent. By applying the method of field research, a research has been carried out in spa tourist centers in Serbia in the period from September 2013 until mid-April 2014, on a sample of 202 respondents in various organizations. Based on collected data, we analyzed and presented results. The results show that the motivation of the employees is not satisfactory and that the financial factor is the key in motivating employees, because of the low standard of living. The influence of examinees characteristics on observed indicators of motivation was also noticed. Limitations of the research cannot be ignored, however, results may be important for understanding the contribution of employee motivation in the business, both for scientific and expert public, and for organizations whose main activity is spa tourism.*

**Key words:** *needs, theories of motivation, motivation of employees, four needs model, spa centers.*

**JEL Classification:** *L83, M12, O15*

**Резиме:** *Пословни успех организација чија је делатност туризам у великој мери зависи од људских ресурса, односно запослених. Због тога је неопходно да запослени у бањском туризму (хотелима, wellness и спа-центрима, рехабилитационим центрима) буду мотивисани, јер ће на тај начин бити у могућности да пруже услугу високог квалитета и тиме остваре потребан ниво сатисфакције корисника услуга. У раду су представљена нова сазнања у мотивисању запослених, која могу да искористе и друге организације у циљу мотивисања својих запослених и постизања посвећености, продуктивности и задржавања квалитетних кадрова. Циљ овог истраживања је да утврдимо на ком показатељу мотивације су запослени у бањским центрима највише и најмање сагласни и постојање утицаја обележја испитаника на највећу и најмању сагласност. Применом методе теренског истраживања извршено је истраживање у бањским туристичким центрима Србије у периоду од септембра 2013. године до половине априла 2014. године, на узорку од 202 испитаника, у различитим организацијама. На основу прикупљених података, извршили смо анализу и изнели резултате. Резултати показују да мотивисаност запослених није на завидном нивоу и да је финансијски фактор кључан у мотивисању запослених, с обзиром на низак животни стандард, као и да је уочен утицај обележја испитаника на посматране индикаторе мотивације. Ограничења спроведеног истраживања не могу се игнорисати, међутим, резултати могу бити значајни за сагледавање доприноса мотивације запослених у пословању, како за научну и стручну јавност, тако и за организације чија је делатност бањски туризам.*

**Кључне речи:** *потребе, теорије мотивације, мотивација запослених, модел четири потреба, бањски центри.*

**JEL класификација:** *L83, M12, O15*

## 1. INTRODUCTION

In fifties of the last century Peter Drucker pointed to role and significance of human factor in operating of every organization (Knežević et al. 2013). In today's business central spot is reserved for motivating employees as the most important factor of business success and competitive advantages of organization.

Approach to motivating employees had changed with attitude changes that owners and managers had towards work and people in organization. Classical approach based on belief that employees are just resources that are supposed to be included in work processes, assumes that employees already possess appropriate qualifications for getting the job done and productivity increased, and in return they get appropriate compensation for the work they have done. Modern approach, however, bases itself on belief that people in an organization are crucial capital used to achieve distinguishing organizational advantage compared to others.

Motivated employees are the key of success in modern company. The level of responsibility towards employees in service providing companies must be far higher than towards users of their services, primary because satisfaction level of our service users mostly depends on motivation of employees and their attitude towards company and work. At the same time motivating employees can lead to bigger support of employees in reaching organizational goals. On the other side it can improve relationships in organization and build them on trust, communication and coordination between functions. Numerous researches already confirmed that the most effective way to improve productivity at work is to keep employees motivated.

## 2. MOTIVATIONAL PROCESS

Motivation can be defined as the process of initiating, directing and maintain human behavior toward a specific goal (Janićijević 2008). The basic process of motivation is based on three elements: the need, the movement, the reward. The need represents the lack of psychological or physiological balance. This lack creates certain tension that is unpleasant and that an individual seeks to eliminate. The movement is an action by an individual in order to eliminate the deficiency. Finally, the reward presents the achievement of something that can eliminate deficiency.

Illustration 1: Motivational process



Source: Janićijević 2008

Various theories point to different categories of needs. Thus, Maslow's theory of needs indicates that people are motivated by: physiological needs (such as food, water, etc.), the need for security (economic), the need to belong, the need for respect and the need for self-actualization (Janićijević 2008). Alderfer, in his EFG theory, reduced Maslow's five needs to three: existential needs, needs to connect and development needs (Bernardin 2008). Herzberg's theory of motivation states that motivation of employees is regulated by two groups of factors, those are: hygienic and motivational. The contribution of this theory is the discovery that satisfaction or dissatisfaction of the people at work is determined by various factors. The presence or absence of dissatisfaction is determined by the hygienic factors, and the presence or absence of satisfaction is determined by motivational factors (Herzberg 2003). According to McClelland's theory of learned needs people are motivated by need to connect, the need for achievement or the need to have power over others. (Janićijević 2008) Goal-setting theory explains that in the process of launching of human activity, goals have a major role. The main idea of this theory is that goal setting is a mechanism of motivation because it puts one in a position to compare their abilities with those he needs to achieve his goals. (Janićijević 2008) According to the theory of equality, an individual in the organization expects to receive the same price as his colleague doing the same job in the same or another organization for given effort (Petković 2008). Vroom's expectancy theory says that the employee will be motivated to

invest a high level of effort when he believes that this effort will lead to good results and that these results will then lead to the expected form of reward (for example, an increase in wages, promotion, bonuses etc.), which will be employed to meet employee's goals (Perić 2014).

Recognizing the importance of motivation, scientists have applied different approaches depending on the way in which they looked at the nature of a man, namely, whether a man is an economic, social or psychological being. Accordingly, the literature states the following approaches to motivation (Pavlović and Marković 2014):

- traditional approach,
- approach of human relations,
- approach of human resources and
- modern approach.

The traditional approach to motivation states that workers are economical beings, which would mean they are the people whose work engagement and behavior are related to the acquisition of material goods. Those workers are viewed as people who are willing to work on the toughest jobs in order to get a proper salary.

Approach of human relations is an approach that has its focus in the non-economic side of human nature and treats workers as social beings. This approach has led to great advances in theoretical and practical application of employee motivation. It was created during and after considerable research and became known as the Hawthorne experiments.

Approach of human resources is an approach motivation that promotes the idea that employees should be seen as integral personalities that have both economic and non-economic needs, their goals or motives. Advocates of this approach argue that the motivation of employees is very complex process that cannot be successful unless it applies more types of motivators.

Modern approach to motivation is based on the hypothesis that motivation is a very complex process. It is characterized by narrow aspect treatment of motivation, which provides the basis for holistic research, explanation and problem solving of motivation of employees.

### 3. NEW MODEL OF EMPLOYEE MOTIVATION

The greatest challenges that a manager may encounter are to achieve that employees give maximum while working at their job, even in research models. Indeed, the study of what we as human beings are motivated by is a centuries-old mystery. Many authors tend to question themselves which is the simplest, the most reliable and the most direct way to encourage someone to act. Do you politely ask him to work more and better, do you persuade him, stimulate him with money, or motivate him with an example? Hereafter, we will review some newer experiences in motivating employees.

Paul R. Lawrence and Nitin Nohria (2002) present in their book “Driven: How Human Nature Shapes Our Choices” new model of motivating employees better known as “four drive model”, whose base is composed of four basic drives: the drive to acquire (earning basic goods, including those of non-material nature, as is social status), the drive to bond (which can be expressed through forms of bonding between individuals, and bonding in groups), the drive to comprehend (implies satisfying curiosity, overcoming obstacles around us), the drive to defend (protection from external hazards and improvement of justice).

*Illustration 2: Four Drive Model of Employee Motivation*



Source: Illustration by Authors

Each of four drives is independent and cannot be ordered hierarchically or substituted one for another. Simply, we cannot hope that employees will be satisfied with job and organization they work in just because of high salaries, where bonding with colleagues is not fostered, where work is being done without particular goal, or where employees feel helpless. Moreover, it is not enough to strengthen and bond the team if its members are underpaid for boring jobs. Of course, there are situations in which people can be made to work under such circumstances, if they need money or have no other options for employment. In these situation employees will not do their best and there is also danger of losing employees when they find better workplace or organization. What is characteristic for this model is that if an employee does not fulfill one of these drives he will not do his best at work, which means that in order to fully motivate your employees you must address all four drives.

*Table 1: How to fulfill the drives that motivate employees*

<b>Drives</b>	<b>Primary instruments</b>	<b>Actions</b>
Acquire	<b>Reward system</b>	<ul style="list-style-type: none"> <li>• Sharply differentiate good performers from average and poor performers</li> <li>• Tie rewards clearly to performance</li> <li>• Pay as well as your competitors</li> </ul>
Bond	<b>Organizational culture</b>	<ul style="list-style-type: none"> <li>• Foster mutual reliance and friendship among coworkers</li> <li>• Value collaboration and teamwork</li> <li>• Encourage sharing of best practices</li> </ul>
Comprehend	<b>Job design</b>	<ul style="list-style-type: none"> <li>• Design jobs that have distinct and important roles in the organization</li> <li>• Design jobs that are meaningful and foster a sense of contribution to the organization</li> </ul>
Defend	<b>Performance-management and resource-allocation processes</b>	<ul style="list-style-type: none"> <li>• Increase the transparency of all processes</li> <li>• Emphasize their fairness</li> <li>• Build trust by being just and transparent in granting rewards, assignments, and other forms of recognition</li> </ul>

Source: Nohria et al. 2008

For each of the four emotional drives that employees need to fulfill, companies have a primary lever to use. Previous table matches each drive with its corresponding lever and lists specific actions that a company can take to make the most of the tools at its disposal.

New model of motivating employees is just an upgrade of existing theories, methods and techniques. Research that has been done in the USA (Nohria et al. 2008) has confirmed that four drive model represents powerful tool in motivating employees.

Motivating employees presents one of the biggest challenges which managers might encounter. Times have changed and so did attitude towards work and employees. Compensation alone is not enough anymore in order to motivate most of employees. Modern management is faced with questions such as, how to motivate employees to focus their energy, knowledge, skills and abilities in order to achieve organizational goals (Todić and Grubić - Nešić 2009).

## **4. RESEARCH IN SPA TOURIST CENTERS IN SERBIA**

### **4.1. Defining the problem and research goal**

Spa tourism belongs to the domain of work – intensive service providing activities in which over 40% quality of provided product is marked by quality of direct contact between client and employee (Đorđević and Đukić 2005). If employees are not motivated enough in order to provide high quality services, it will reflect on quality lowering of the product that a spa center provides. Bad

quality or lowering quality of services that spa provides quickly reflects on spa's competitive position on tourist market. SIEPA agency conducted a research under conditions of doing business on the global market in Serbia, where, especially in countries with developed economies, a growing part of income is realized in the service providing sector, and even traditional manufacturing companies bind their customers with quality of service that comes with the product more than the product itself. Top quality of service can be provided only by employees who are really motivated (Vukajlović et al. 2012).

The aim of this research is to determine on which motivational indicators employees in spa centers are the most and the least consistent and influence of examinees characteristics on the highest and the lowest consistency. Accordingly, the following tasks are given:

- 1: establishing which motivational criteria most of the spa employees agree on;
- 2: establishing which motivational criteria least employees agree on;
- 3: establishing the existence of the impact of the examinees characteristics on the highest and lowest consent.

General hypothesis which this research is based on is that employees in Serbian spa centers are differently motivated according to different indicators, and that there is also characteristics impact on given indicators. From general hypothesis three special hypotheses arise:

H1: Employees in spa centers agree most on the following question: Do you, according to your opinion, deserve higher earnings based on your knowledge, skills and abilities?

H2: Employees in spa centers least agree on the following subject: do you think your earnings are higher compared to competitive organizations?

H3: Characteristics of the subject have an influence on the highest and the lowest consent.

## 4.2. Methods of research and data gathering instruments

Research was conducted using field research method.

An instrument used for gathering data was a survey specially designed for needs of this research. The survey is divided in two parts:

- first part contains special socio-demographic data about examinees, and it contains independent variables;
- second part contains questions which are intended to study motivation.

In the first part, examinees answer by circling one of offered questions that refers to them. Second part is Likert type scale: examinees make statements on how much they agree with something on five level scale: from I completely disagree (1) to I completely agree (5).

Data were collected from September 2013 until mid-April, 2014. Questionnaires were distributed to employees in their workplaces, and they were given a brief instruction on how to fill in the forms. The average time to complete the questionnaire lasted from 5-10 minutes.

After being gathered on the field, data were entered and processed with statistical SPSS program. Among all possible data processing methods, this research used:

- descriptive statistical indicators (patterns of frequency, patterns of central tendency, patterns of spreading);
- ANOVA, in order to check connection between subject characteristics and the strongest and the weakest motivational indicator.

## 4.3. Research sample

Research sample contains 202 employees in Serbian spa tourist centers. It has characteristics of appropriate and random sample, so we can freely say that acquired data are relevant. The structure of sample according to observed independent variables is:

### *Organization*

The research included five spa centers, Prolom, Lukovska, Vrnjačka, Mataruška Banja and Vrdnik. These were the only organizations that showed understanding and approval for this kind of research. Following chart displays the participation of each center in overall number of examinees.

Table 1: Frequency of examinees according to organization they work in

Organization		Frequency	Percent
Valid	1. Prolom Banja, Hotel "Radan"	27	13.4
	2. Lukovska Banja, Hotel "Jelak"	28	13.9
	3. Vrnjačka Banja, HTP "Fontana"	36	17.8
	4. Vrnjačka Banja, Hotel "Merkur"	40	19.8
	5. Mataruška Banja SH "Agens"	33	16.3
	6. Vrdnik SH "Termal"	20	9.9
	7. Vrdnik Hotel "Premier Aqua"	18	8.9
	Total	202	100.0

Source: Author's calculation

We can see that the highest percentage of examinees are in hotel Merkur – Vrnjacka spa (19.8%), while the lowest percentage of examinees are in hotel Premier Aqua (8.9%) and special hospital Termal (9.9%) in Vrdnik. The number of examinees in other spas ranges between these two values.

#### Position

People that took part in this research are mostly the ones that have executive function or workers (78.7%), 15.8% are managers, and a certain part of employees (5.4%) who did not want to provide this information.

Table 3: Frequency of examinees according to position in organization

Position		Frequency	Percent
Valid	1. Manager	32	15.8
	2. Worker	159	78.7
	Total	191	94.6
Missing	System	11	5.4
	Total	202	100.0

Source: Author's calculation

#### Gender

In the total sample, female labor force represented a much larger percentage (66.3%). Male examinees in this sample participate with 29.2%, while nine of them (4.5%) were not willing to give information about their gender.

Table 4: Frequency of examinees according to gender

Gender		Frequency	Percent
Valid	1. Male	59	29.2
	2. Women	134	66.3
	Total	193	95.5
Missing	System	9	4.5
	Total	202	100.0

Source: Author's calculation

#### Age

Age structure in our sample shows that all observed categories are present. Highest percentage of examinees (32.7%) is between 41-50 years old, while only 2% of them are over 60 years. Three

remaining age categories in the sample are almost equal (20.3%, 21.3%, 21.8%). Certain number of examinees did not provide this information.

*Table 5: Frequency of examinees according to age*

Age		Frequency	Percent
Valid	1. 20-30 years	44	21.8
	2. 31-40 years	43	21.3
	3. 41-50 years	66	32.7
	4. 51-60 years	41	20.3
	5. Over 60 years	4	2.0
	Total	198	98.0
Missing	System	4	2.0
Total		202	100.0

Source: Author's calculation

#### *Years of service*

Years of service are divided in five categories, and each of them is contained in our sample. Most of examinees (27.7%) are in service between 11-20 years, while least of them (10.4%) work between 31-40 years. Some examinees did not answer this question (9.4%)

*Table 6: Frequency of examinees according to years of service*

Years of service		Frequency	Percent
Valid	1. 0-5 years	36	17.8
	2. 6-10 years	36	17.8
	3. 11-20 years	56	27.7
	4. 21-30 years	34	16.8
	5. 31-40 years	21	10.4
	Total	183	90.6
Missing	System	19	9.4
Total		202	100.0

Source: Author's calculation

#### *Level of education*

According to level education, most of examinees finished secondary school (49.5%). Almost the same number of employees completed primary school (11.4%) and higher education (10.9%).

*Table 7: Frequency of examinees according to level of education*

Level of education		Frequency	Percent
Valid	1. Primary School	23	11.4
	2. Secondary School	100	49.5
	3. Vocational Higher Education	43	21.3
	4. Higher Education	22	10.9
	Total	188	93.1
Missing	System	14	6.9
Total		202	100.0

Source: Author's calculation

#### 4.4. Research results

Check of the first and second hypothesis is performed using the descriptive statistics.

Answers of employees in observed spa tourist centers are telling us they deserve higher income in regard to their knowledge, skills and abilities, (Mean=3.94). This indicator achieved highest average value, which is in accordance with the first given hypothesis, so it is accepted. It is clear that financial factor is a key in motivating employees in Serbian spa centers. There is one open question: is it realistically possible to increase income in given spa centers? Most of given centers are included in state health insurance system, which means they work under state laws that prohibit increase in salaries. Management of spa centers can find its solution in development of motivational strategy which will increase motivation of employees by satisfying their needs that are not related to money and other forms of non-material rewards. So, we are talking about non-financial forms of rewarding through various awards in order to promote work moral and motivate employees.

Highest number of employees in observed spa centers think their income is lower compared to competitive organizations (Mean=2.65) or they did not express their opinion on this question. This very indicator has the lowest value which proves the second given hypothesis. Results show that motivation can intensify with transparency of income, which is not popular in regard to western philosophy, which propagates secrecy of income. However, solution can be found in involving employees in creating reward system, because in that case they will accept and respect such a system and show less resistance. This is possible if organizations develop culture of involving in decision making and climate of trust.

High number of employees think their devotion to work is not justly valued, which is the second indicator that has the lowest average value (Mean=2.77). Even in this case rightful reward system which clearly shows connection between reward and performance can increase motivation of employees.

*Table 8: Descriptive indicators of employee motivation in spa tourist centers in Serbia*

	Questions	N	Min	Max	Sum	Mean	Std. Deviation
1.	Are you satisfied with level of earnings for a job you are doing?	201	1.00	5.00	584.00	2.9055	1.35130
2.	<b>Do you, according to your opinion, deserve higher income considering your knowledge, skills and abilities?</b>	<b>200</b>	<b>1.00</b>	<b>5.00</b>	<b>787.00</b>	<b>3.9350</b>	<b>1.08936</b>
3.	<b>Do you think that level of your income is higher compared to competitive organizations?</b>	<b>201</b>	<b>1.00</b>	<b>5.00</b>	<b>532.00</b>	<b>2.6468</b>	<b>1.25284</b>
4.	Do you think your work and devotion at work are valued justly?	201	1.00	5.00	556.00	2.7662	1.22477
5.	Does participation in organizational profit and ownership positively affect your work?	199	1.00	5.00	666.00	3.3467	1.18295
6.	Does payout of bonuses positively affect your work?	197	1.00	5.00	700.00	3.5533	1.25903
7.	Does reward system in your organization stimulate quality of work, devotion, creativity and innovation?	201	1.00	5.00	677.00	3.3682	1.26640
8.	Does investing in professional development of employees (professional meetings, graduate school, learning foreign languages) affect your work?	202	1.00	5.00	732.00	3.6238	1.14476
9.	Does free recreation and cultural and fun activities positively affect your work in organization?	201	1.00	5.00	715.00	3.5572	1.24015
10.	Do you enjoy privileges and benefits given by organization?	199	1.00	5.00	644.00	3.2362	1.25911

Source: Author's calculation

In order to successfully test the third given hypothesis we will use analysis of variance. Important characteristics of examinees are: age, years of service and education. Motivational indicators that were used are: self-assessment of wanted income and self-assessment of income compared to competitive organizations.

*Effects of age*

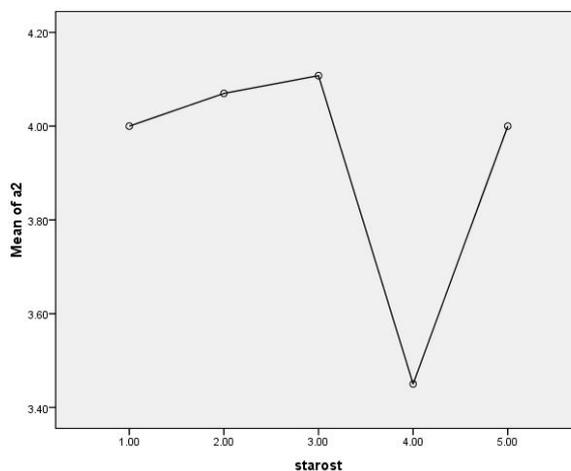
*Table 9: ANOVA for age of examinees and motivational indicators*

Motivational Indicators		Sum of Squares	df	Mean Square	F	Sig.
Do you, according to your opinion, deserve higher income considering your knowledge, skills and abilities?	Between Groups	12.328	4	3.082	2.641	.035
	Within Groups	222.937	191	1.167		
	Total	235.265	195			
Do you think that level of your income is higher compared to competitive organizations?	Between Groups	5.372	4	1.343	.843	.500
	Within Groups	306.039	192	1.594		
	Total	311.411	196			

Source: Author's calculation

Previous table suggests that age of examinees has a lot to do with assessment of deserved income (P=0.05; F=2.64).

*Graph 1: ANOVA for age of examinees and self-assessment of deserved income*



Source: Constructed by author's calculation

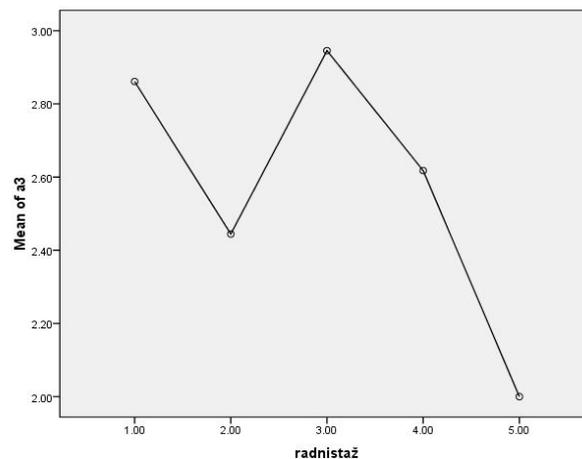
Based on previous graph we can see that the biggest difference in assessment of deserved income is among examinees that are in these categories: (3) 41-50 (they are the most convinced they deserve higher salaries) and category (4) 51-60 years (they are least convinced they deserve higher salaries)

*Effects depending on years of service of examinees**Table 10: ANOVA for examinee's years of service and motivational indicators*

Motivational Indicators		Sum of Squares	df	Mean Square	F	Sig.
Do you, according to your opinion, deserve higher income considering your knowledge, skills and abilities?	Between Groups	4.282	4	1.070	.938	.443
	Within Groups	200.923	176	1.142		
	Total	205.204	180			
Do you think that level of your income is higher compared to competitive organizations?	Between Groups	16.819	4	4.205	2.756	.029
	Within Groups	270.060	177	1.526		
	Total	286.879	181			

Source: Author's calculation

Content of the table 10 shows us that years of service of examinees statistically have a lot to do with self-assessment of their income compared to income in competitive organizations ( $P=0,05$ ;  $F=2.76$ ).

*Graph 2: ANOVA for years of service and self-assessment of earnings compared to earnings in competitive organizations*

Source: Constructed by author's calculation

Content of previous graph shows us that the biggest difference in assessment of their earnings compared to competitive organizations, belongs to examinees in these categories: (1) 11 to 20 years of service, they assess their income to be higher compared to competitive organizations and category (5) 31 to 40 years of service, they tend to assess their income to be lower compared to employees in competitive organizations.

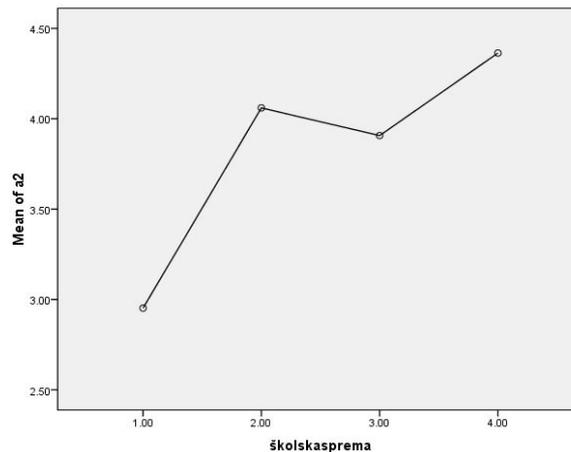
*Effects of education**Table 11: ANOVA for education of examinees and motivational indicators*

Motivational Indicators		Sum of Squares	df	Mean Square	F	Sig.
Do you, according to your opinion, deserve higher income considering your knowledge, skills and abilities?	Between Groups	25.915	3	8.638	7.810	.000
	Within Groups	201.311	182	1.106		
	Total	227.226	185			
Do you think that level of your income is higher compared to competitive organizations?	Between Groups	8.291	3	2.764	1.776	.153
	Within Groups	284.703	183	1.556		
	Total	292.995	186			

Source: Author's calculation

The previous table shows us that there is statistical influence of examinee's education on observed motivational indicators, which has to do with self-assessment of deserved higher earnings ( $P=0.01$ ;  $F=7.81$ ).

The next graph shows us that the highest difference in this assessment is present among examinees with the highest and lowest education. Employees with (1) middle school least think they deserve higher income, while examinees with (4) college mostly think they deserve higher income.

*Graph 3: ANOVA for examinee's education and self-assessment of deserved higher income*

Source: Constructed by author's calculation

As we managed to notice influence of all three characteristics (age, years of service and education) on observed motivational indicators, we can conclude that the third hypothesis is proved.

## 5. CONCLUSION

Motivation of employees is a base interest of modern management, because by building high quality motivational system we can help organization to improve its competitive ability and value.

Based on research conducted in Serbian spa centers we can conclude that motivation of employees is not satisfactory and that financial factor is the key in motivating employees, because of the low standard of living. As most of observed organizations ("Mercur", "Agens" and "Termal") are included in the state health insurance system, no increase in income is possible due to state measures of fiscal consolidation. In order to increase the motivation of employees, management of spa centers must pay special attention to the creation of a modern reward system that would equally treat tangible and intangible rewards. Material rewards are the basis of the system of motivation and they can meet the needs of employees to a certain extent. However, the long-term reliance on material rewards will not lead to significant motivation of employees. It is necessary to develop a system of intangible

rewards that meets the diverse needs of employees in organizations. They refer to satisfying needs of higher order, such as need for respect, status, autonomy, validation, and development of personal abilities and potentials etc. In addition, many examinees think that their commitment and work are not valued justly. Even in this case rightful reward system can improve employee's motivation.

Research conducted by Pricewaterhouse Coopers in 2010, which was attended by 100 companies from the region shows that the strategy of training and development, along with programs for career planning, are among the most important factors of motivation of employees, and a key factor in talent retention and improving overall performance (Cvijić 2010).

Managers and owners that will manage spa centers in Serbia have many hard and complex tasks in field of human resources management. Understanding question of motivation is crucial in order to establish high quality reward system. Besides, it is very important, true and accurate assessment of success of employees, impartial grading, and enabling their further development.

In the end, it is necessary to point out some limitations of the research. The first limitation is the small number of organizations in spa tourism centers that participated in the survey. However, some agencies showed understanding and approval for this kind of research. Second, the survey does not measure the level of motivation, but maximum and minimum consensus on certain indicators of motivation. The third limitation relates to the fact that self-fill in questionnaire was used and Likert's scale that can lead to certain subjectivity. We believe that the importance of this research is to actually initiate a number of other in-depth researches to deal with the phenomenon of employee motivation.

Four Drive Model presented in this paper leads us to the conclusion that the motivation of the employees is affected by a complex system of management and organizational factors. If we consider that motivated employees can significantly increase the performance of the organization, the model of four needs exposed in this paper can help organizations and managers to get the best out of their employees. Future research would target four needs model in the Republic of Serbia. In particular, we will deal with the relation of employees - managers, and how managers, using instruments such as the reward system, organizational culture, job design, and performance management, can affect the motivation of employees.

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