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Published in the Russian Federation
European Journal of Economic Studies
Has been issued since 2012.
ISSN: 2304-9669
E-ISSN: 2305-6282
Vol. 12, Is. 2, pp. 101-111, 2015

DOI: 10.13187/es.2015.12.101
www.ejournal2.com



UDC 33

Two-factor Analysis of Employee Motivation at "Postal Traffic – Department in Novi Sad"

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Abstract

Motivation is a highly individual matter. It depends not only on the actual needs of the employee, but also on his personality, experience and scale of values. The employee work motivation directly influences the company productivity. In order to achieve the maximum level of motivation, managers need to know their needs and motivating factors of employees they supervise. Money is the key motivation factor for people, who need money to maintain their own existence. Non-financial factors of motivation also have a growing importance on the individual employee motivation. The main objective of this paper is to determinate the main intrinsic and extrinsic factors of employee motivation, and its effect on the provided service quality in the "Postal Traffic - Department in Novi Sad". The research is based on Herzberg's Two-factor theory. The results of the research showed, that majority of the factors is rated fairly high. The "Salary" is the lowest rated factor, while the factor "Colleagues" have the highest effect on employee motivation.

Keywords: employee motivation, service quality, Herzberg's Two-factor theory.

Introduction

One of the early insight of motivation was the concept of hedonism - a general idea that "people seek pleasure and comfort, and trying to avoid pain and discomfort." [1] (Moorhead and Griffin, 1998). This philosophy claims, that pleasure is the "ultimate goal and is the most important aspiration of the human kind, and has shaped the early perception of human motivation.

Motivation is a very complex and dynamic concept, that is based on a variety of human needs, aspirations, values and preferences. Motivation is an individual human process, which is influenced by the physical and mental development of a person, and by the surroundings.

The scientific approach to motivation emphasizes the belief that people are primarily motivated by money, and will work harder to earn as much money, as possible. Researchers, however, acknowledges that human behavior is far more complex and motivation can not be explained that easily.

Guidance and basis for empirical studies of satisfaction and motivation of employees, was primarily given by the motivational theory of Maslow and Herzberg. Herzberg and his associates have significantly changed the Maslow's approach to needs, by forming the Two-factor theory of motivation. Herzberg did not perceive the factors of satisfaction and dissatisfaction as the two extremes of the same continuum, but as two independent variables.

The main objective of this paper is to determinate the main intrinsic and extrinsic factors of employee motivation, and its effect on the provided service quality in the "Postal Traffic - Department in Novi Sad". The research is based on Herzberg's Two-factor theory. This paper also deals with the following issues:

1. The importance of motivation for the service quality.
2. What factors influence the employee motivation ("Postal Traffic - Department in Novi Sad")?
3. The differences in attitudes and motivation of the transaction between the front office employees in the "Postal Traffic - Department in Novi Sad"?
4. How job characteristics affect the motivation of employees, and the quality of services provided?
5. Which motives managers must take into account?
6. Explain the importance of communication between the managers and employees.

Literature review

Motivation is derived from the Latin word of *movere*, which means to move. The process of motivation should explain why a person behaves in a certain way, and what motivates it. The general understanding of motivation, explains it as a connection of independent and dependent variables that influence the direction, size and duration of the human behavior.

Changing conditions on the market and rising international competition puts a pressure on the companies to increase performance and efficiency. Motivation of employees of the organization is a key task in this process [2] (Kasper and Mayrhofer, 2005). Güngör (2011) also states that employee motivation is one of the main management strategies during the crisis [3].

For company managers, motivation is a specific tool, because it channels the employee behavior to achieve the organization's goals and satisfies collective and individual needs [4] (Živković, 2006).

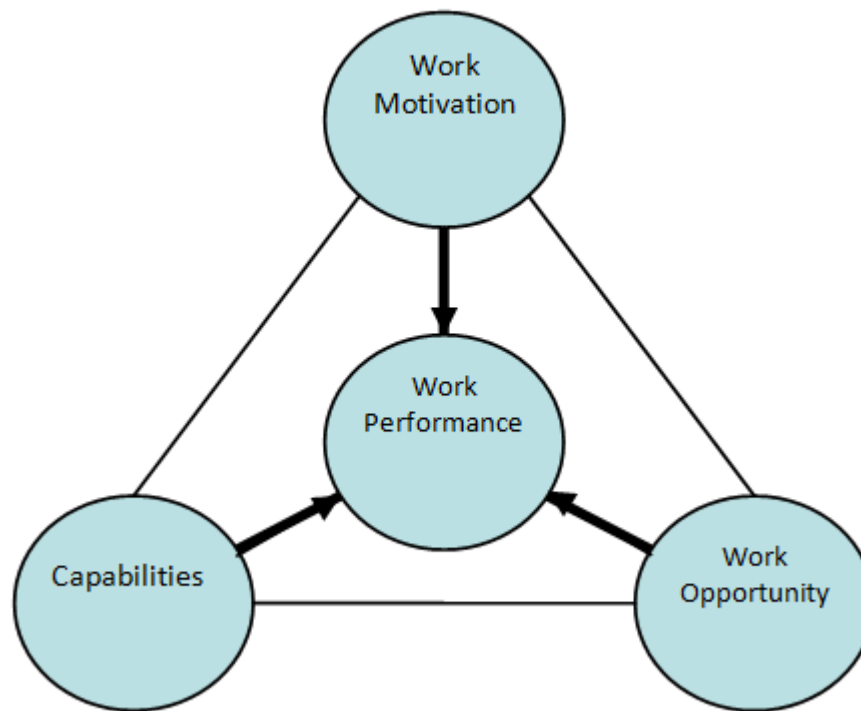
The employee work motivation directly influences the company productivity. In order to achieve the maximum level of motivation, managers need to know their needs and motivating factors of employees they supervise. The satisfaction of needs should ensure the productivity and creativity of employees for the long run.

The analysis of human resources suggests that employees are motivated by social factors, beside financial earnings. In other words, they respond to their social environment at work. The assumption is that job satisfaction is crucial motive in improving the employee performance. The company goals and the individual needs of employees should be integrated.

Another way of employee motivation, is to match their capabilities with the company goals, along with satisfying their needs and ambitions [4] (Živković, 2006). Organizations approach their human capital in a more sensitive way in order to win the loyalty and commitment of them, while increasing profit and maximizing the efficiency/effectiveness of its work power [5] (Özlen, 2014).

From the business point of view, motivation is one of the main managerial topics. The individual capability, job opportunity and the work-motivation are the key determinant of work performance of the employees (*Scheme 1.*)

Scheme 1. Work performance determinants



Source: Ivancevich J. et al. (2005): Organizational Behavior and Management, Boston: McGraw Hill, page 137 [6]

The educational level and professional training significantly improve individual work capability. Work opportunity is provided by the organizational structure of a company, while motivation is the main factor of individual work performance.

Work-motivation factors

Employees' motivation represents a key factor which determines their effort towards accomplishing the goals of the company and achieving also their own objectives [7] (Rusu and Avasilcai, 2014).

Motivation is a highly individual matter. It depends not only on the actual needs of the employee, but also on his personality, experience and scale of values. What is one employee motivated by, does not have to be motivated by another one. A research [8] (Korenková and Urbaníková, 2014) proved that the most important motivation factor is money, but managers claim that it reflects minimally in the increased efficiency

Money is the key motivation factor for people, who need money to maintain their own existence. The salary also reflects the status of the employee in the organization, as well as its position in the hierarchy.

Conducting a research about Czech and Slovakian furniture-making workers, Zámečník (2014) concluded that the importance of wages and salaries is only the eight motivator [9]. Independence, free time and interpersonal relations are among the highest level motivators.

Non-financial factors of motivation have growing importance on the individual employee motivation. The system of financial employee motivation needs to be fulfilled with other instruments, that indicate the importance and contribution of each individual employee to the organization [10] (Kulić, 2005).

Cosmovici (1996) stated that there are various work motives, both material and psychological [11]. The author formed four main categories of motivation factors:

- Need for income,
- Need for relaxation,
- Need for advantages and
- Working impulse.

The top management have less knowledge about nonfinancial performance measures than operating level employees [12] (Lau and Roopnarain, 2014).

Reward management system contains the organization's policies, processes and practices for rewarding its employees in accordance with their contribution, abilities and artifice [13] (Armstrong, 2003). Bishop (1987) concluded that employee performance reward leads to differentiation between the productivity of the employees [14].

The results of Rahimić and Resić (2012) showed, that only 23 out of 124 surveyed managers in Bosnia and Herzegovina uses multiple motivation techniques, due to the organizational environment and the low maneuver space of the managers [15]. Another research was conducted in this country by Özlen and Hadžiahmetović (2014) [16]. The authors concluded that both external and internal factors have a low motivation effect on the employees. They are mostly motivated with good salaries and by acknowledgement of company managers.

Korenková and Urbaníková (2014) conducted a research about point of view differences of the management and employees on the motivation and its influence on the employees' efficiency in Slovak republic [8]. 77% of the managers realize the evaluation of the employee motivation regularly, as they consider the evaluation very important.

The results of the research about the level of industrial firms employees' motivation in Romania [7] (Rusu and Avasilcai, 2014) showed that extrinsic motivational factors are dominant (job security, work conditions, manager's competence). Also, good team cohesion and financial rewards have a great motivational effect.

Moreover, employees recognizes the good team cohesion and teamwork as determinant of high level of motivation, and financial results of their company,

Despite the fact that many theoreticians created various motivational systems, and that numerous researches were conducted within distinct business environments, no single solution to the problem of equal motivation of employees was found [15] (Rahimić and Resić, 2012).

The relationship between motivation and service quality

Quality is defined as the achievement of established standards and their maintenance in continuity. Numerous definitions of quality in domestic and foreign literature, defines quality from the consumer demands point of view. Post office services are mainly performed directly in front of customers, with its participation in the process. The service quality depends on the friendliness, professionalism, responsiveness and motivation of service providers (front office employees).

Motivation of employees in order to provide quality services is critical to the organization. Good work results can be ensured by the following activities [17] (Desler, 2007):

- Motivation
- Creativity and
- Performance assessment.

A significant aim of work motivation planning lies in understanding the mechanisms of employee behavior, as a basis for construction of a motivation system in the company. In modern business, one of the key strategic task of managers is the effective management of human resources and building an effective motivation system.

The significance of employees, in providing quality services will always be of paramount importance. The essence of service is reflected in its intangibility, as one of its main characteristics.

Herzberg's Two-factor motivation theory

In the early 1960s, Frederic Herzberg formed the *Two-factor motivation theory* [18] (1959). It was found that many things can be a source of dissatisfaction, but only certain factors can contribute to satisfaction. Factors that affect job satisfaction are divided into two categories.

Herzberg claimed, that the primary motivational factors are called *Motivational* factors (achievements, acknowledgements). These factors generate work satisfaction and motivation. The second factor group is called *Hygiene* factors, gathering the elements of work security, wage and work condition (*Table 1.*).

Table 1: Herzberg's Two-factor motivation theory

Hygiene (extrinsic) factors	Motivation (intrinsic) factors
Work conditions	The work itself
Relationship with superiors	Achievements
Work safety	Advancement
Salary	Development
Company policies	Awards
Extrinsic factors prevent job dissatisfaction	Intrinsic factors lead to job satisfaction

Source: Bahtijarević-Šiber, F. (1999): Menadžment Ijudskih potencijala, Golden marketing, Zagreb, page 575 [19]

The satisfaction of hygiene needs can prevent dissatisfaction and poor performance, but only the satisfaction of the motivation factors will bring the type of productivity improvement sought by companies [18] (Herzberg, 1959).

The theory is more suitable for researching employees with higher level of education or whose job require a high level of creativity [20] (Suša, 2009). It is an important work motivation research tool of company managers.

Methodology

Data was gathered through printed questionnaire directly at the "Postal Traffic - Department in Novi Sad". The sample consists of employees of the company. The data was collected in November, 2013. The sample size is 60 subjects (Table 2). The questionnaire consists of three parts. The first part is related to the general demographics data of the respondents. The second part of the questionnaire contained questions that are related to intrinsic motivational factors (motivators). In the third part of the questionnaire the subjects were asked to provide their evaluation of extrinsic motivational factors (hygiene factors).

The collected data were processed and analyzed using various analytical methods. For purposes of analysis a statistical software package for processing quantitative and qualitative data (SPSS 19.0) was used. We used the following statistical methods: arithmetic mean, standard deviation, t-test. Descriptive analysis was applied to display socio-demographic characteristics of participants in the study. Descriptive statistical analysis was applied on calculation of the average scores on the issues relating to intrinsic and extrinsic employee motivation factors.

To determine the reliability of the survey's questionnaire the Cronbach's alpha coefficient was calculated. The internal consistency coefficient was between the range of 0.70 and 0.90, which confirms the high reliability of the measuring instrument.

Results and discussion

The subject of this research was the role of employee motivation in improvement of quality of operational services. The research had to discover what does motivate mostly the employees in the way that provides highly efficient fulfillment of their work tasks and higher level of service quality.

Table 2: Gender structure of respondents

Gender	Number	%
Male	29	48,3
Female	31	51,7

Source: Data gained through research

The age structure of the sample in this study ranged from 19 to 50 years (Table 3). Of the total number of respondent, thirty-one (51.7%) were aged 40 to 49 years. A slightly smaller number, fifteen (25.0%) were aged 30 to 39 years. There were ten respondents from the category 20 to 29 years (16.7%). In the category "above 50 years" there were four persons (6.7%), while there were no respondents younger 19 years.

Table 3: Age structure of respondents

Age category	Number	%
Younger than 19 years	0	0
From 20 to 29	10	16,7
From 30 to 39	15	25,0
From 40 to 49 years	31	51,7
Older than 50 years	4	6,7

Source: Data gained through research

The obtained mean values of motivational attributes are indicating a slightly decreasing motivation. The average level of motivation in the cases of intrinsic motivational factors (achievement, advancement, the work itself, awards and development), the mean values gently oscillated between the range from 3.0 (lowest value) to 3.6 (highest value). This does not indicate high level of motivation, but neither a low level. It reflects a general acceptance of the current situation in the company. The greatest importance of employee motivation has the intrinsic factor (motivator) "The Work itself" ($M = 3.6$). In the case of hygiene factors (extrinsic factors), the attribute with the lowest score is "Salary" ($M = 2.5$), while the highest rated is "Colleagues" ($M = 4.4$). The SD indicates high degree of deviation of individual scores from the mean. It is in the interval from 0,876 to 1,457. In the following text, the display and commentary of results follows. More detailed results of intrinsic and extrinsic motivational factors are presented in Table 2 and 3.

Table 4: Intrinsic motivational factors (motivators)

MOTIVATORS	ARITHMETIC MEAN (M)	STD. DEVIATION (SD)
ACHIEVEMENT	3,5	1,266
1. I am proud to work for this company because it recognizes my achievements.	3,3	1,257
2. I am satisfied with my job because it provides me a feeling of fulfillment.	3,4	1,306
3. I feel like I have contributed in a positive way to the company (to its reputation).	3,9	1,171
ADVANCEMENT	3,0	1,356
4. I prefer more an advancement than financial incentives.	3,0	1,353
5. The job allows me to learn new skills required for career advancement.	2,9	1,367

THE WORK ITSELF	3,6	1,303
6. My job is exciting and offers a multitude of different tasks.	3,2	1,300
7. I am qualified enough for the work that I perform.	4,4	0,718
8. My job is challenging and exciting.	3,2	1,380
AWARDS	2,8	1,286
9. I feel like I am being appreciated when I accomplish or finish a task.	3,3	1,244
10. My supervisor always praise me for a well done job.	3,2	1,317
11. I receive adequate acknowledgment for a well done job.	2,8	1,273
DEVELOPMENT	3,1	1,210
12. I am proud to work for this company because I feel that I my personality has been developed.	3,4	1,263
13. My job provides me to develop and build my personality.	3,0	1,242
14. My job allows me to improve my experience, skills and performance.	3,3	1,103

Source: Data processing

According to the results, the employees are motivated to achieve even better results, which is confirmed by mean values ranging from 3.3 to 3.9, but their motivation is not too high. Variation from the average level of employee motivation at the "Achievement" motivator ($M = 3.5$) is shown by the standard deviation ($SD = 1.266$).

Higher positions and promotions that ensure higher respect by others give meaning to the work. When it comes to the level of motivation of the respondents in terms of their improvement, descriptive statistics indicate that employees are not dissatisfied with the opportunities offered by the company in terms of promotion, but are also not motivated enough, which is shown by the mean ($M = 3.0$). The average deviation of individual values from the average of the "Advancement" motivator is $SD = 1.356$.

The motivator "The Work Itself" can be a great motivational factor. It is shown by the value of the arithmetic mean of its attributes, which can range from 3.2 to 4.4. The respondents trust the most in their abilities and that is what motivates them, as evidenced by the highest average score of attributes ($M = 4.4$). Deviation from the mean is ($SD = 1.303$), whereas the mean ($M = 3.6$) confirms that employees are motivated to some extent. If the work is not challenging, it does not mean that the employee will be dissatisfied, but that he just will not be satisfied. If the job provides opportunities for learning and development as analyzed above, if it is challenging and dynamic, the people will be happy.

Respondents are not highly motivated but neither unhappy. Values confirm the level of recognizing and rewarding of their personal and professional skills, as evidenced by the average ($M = 2.8$). Deviation from the average is ($SD = 1.286$).

The company must provide employees an opportunity of job development. As more they know and become more skilled, they need more work to be developed. According to the obtained values, employees are motivated by the motivator "Development" but we can not say that it is at a high level, which confirms the mean ($M = 3.1$). Deviation from the average level of motivation is ($SD = 1.210$).

Table 5: Extrinsic motivational factors (hygiene factors)

HYGIENE FACTORS	ARITHMETIC MEAN (M)	STD. DEVIATION (SD)
COMPANY POLICY	3,0	1,197
15. The attitude of the administration is very accommodative in my company.	2,9	1,106
16. I am proud to work for this company because the policy of the company respects the interests of workers.	2,8	1,174
17. I completely understand the goals of the company that I work for.	3,2	1,103
COLLEAGUES	4,4	0,876
18. The conditions between colleagues are harmonious.	4,3	0,854
19. My colleagues are friendly and helpful.	4,3	0,873
20. My colleagues are important for me.	4,4	0,909
SAFETY AT WORK	3,7	1,457
21. I believe that it is safe to work at my workplace.	3,3	1,525
22. I believe that the work that I do is safe.	3,4	1,354
23. My job is at a location of the city where I feel comfortable.	3,7	1,481
RELATIONSHIP WITH SUPERIORS	3,2	1,266
24. I believe that my work performance has improved thanks to the support of his superiors.	3,2	1,316
25. At work, I feel fulfilled because of my relationship with the supervisor.	3,3	1,154
26. My supervisors are strong and reliable leaders.	3,0	1,327
SALARY	2,5	1,236
27. My salary stimulates me to work even harder.	2,7	1,162
28. I believe that my salary is adequate.	2,4	1,304
WORK CONDITIONS	3,0	1,315
29. I am satisfied with the level of comfort that is provided me on the job.	2,8	1,312
30. I am proud to work for this company, because of the favorable working conditions.	3,1	1,311

Source: Data processing

According to the obtained values, the employees are not motivated by hygienic factor of "Company Policy", but we can not say that they are unhappy, what confirms the mean ($M = 3.2$). Deviation from the average level of motivation shows the standard deviation, which is ($SD = 1.197$). The company's success is based on the satisfaction and motivation of employees. The company should do everything to motivate employees to achieve better results.

For high quality work are the most important the discipline and severity, and for a good team is especially important to respect each other as a prerequisite for a good relationship with colleagues ("Colleagues" factor). Respondents indicated that the relationship with teammates is important, as evidenced by the mean ($M = 4.4$). Average on all attributes is similar and ranges are within 4.3 (the lowest value) to 4.4 (highest value). Deviation from the average ($SD = 0.876$).

Descriptive statistics showed that respondents are not dissatisfied with the issue of security of work, ie. their jobs are rated as safe, as evidenced by the mean value of hygienic factors "Safety at Work" ($M = 3.7$). The average deviation of values from the mean on this factor is ($SD = 1.457$).

Safety and health at work is the provision of such working conditions, that provides the greatest extent possible in reducing injuries, occupational diseases and illnesses related to work, and that mostly make the assumption of full physical, mental and social well-being of employees [20] ("Official Gazette of RS", 1/05, Article 4).

Good communication between employees and supervisors is a way that provides good interpersonal relationships and contributes to greater satisfaction at work. Results indicate that employees are dissatisfied with the "Relationship with Supervisors", which confirms the mean ($M = 3.2$ and $SD = 1.266$).

Herzberg (1966) in his research acknowledged the complexity of the issue of salaries [21]. Salary proved to be a significant source of dissatisfaction. The values show that the "Salary" is low rated, employees are unhappy and unmotivated as evidenced by the mean value of this factor ($M = 2.4$). Respondents expressed a high level of dissatisfaction. According to Herzberg, if someone has high salary it does not mean instantly that he is happy and motivated, but only that he is not dissatisfied. Its not the case in this study. The deviation from the mean confirms the standard deviation ($SD = 1.236$).

Working conditions can be a potential source of dissatisfaction of employees. When not adequate they could direct or indirect impact on job satisfaction as evidenced by the mean value ($M = 3.2$ and $SD = 1.315$).

Conclusion

Competition as a result of globalization, information technology and industrialization has forced managers around the world to motivate their employees to get the best out of them and in order to the organizations become competitive. Consumers demand ever-increasing value that the product or service must follow. In modern businesses, high quality service is the safest competitive strategy that results in an increase of the service value and customer satisfaction, and also long-term competitive advantage on the market.

In order to implement the above mentioned, managers must use all available types of techniques to motivate and satisfy their employees. Although managers are often forced to offer incentives such as salary increases, ensuring security and good working conditions as well as opportunities for development and advancement, the question is whether these incentives equally motivate and satisfy all employees and enable them to do their best at the workplace and ensure competitiveness their company? Employees with lower educational level poorly perceive the contribution of established service procedures to the service quality level [22] (Petrović et al., 2013).

Managers should use their organizational and psychological knowledge to start a creation of high-quality motivational system with a combination of motivational techniques that are appropriate to the specific situation, in order to produce positive organizational atmosphere and conditions in which employees would be able to carry through their own needs and desires, and thus give a high contribution to the success of the organization. Therefore, adequate motivation directly affects the satisfaction of employees.

When it comes to stimulating factors (motivators) within factors "Achievement", respondents mostly agreed with attribute 3 "I feel that I have contributed in a positive way to the company (and its reputation)". At the attributes related to factors "Advancement" respondents did not show a high level of motivation. Attribute with which most respondents agree within factors "The Work Itself" is a 7. "I am qualified enough for the work that I perform". Means of attributes that belong to the factor of "Awards" confirms that employees are not motivated at a high level but they are not unmotivated. When it comes to attributes factor "Development", the average value is about three (respondents has mostly chosen the neutral value).

Hygiene factors, if have been met, tend to eliminate the frustration, but do not motivate employees for better performances. When it comes to hygiene factors, the average of the attributes of factors "Company Policy" the respondents are opting for neutral values. Factor "Colleagues" as a hygiene factor is highly expressed. When it comes to the factor "Safety at work", with an attribute: 23 "My job is at a location of the city where I feel comfortable", respondents highly agree. Average

of factor "Relationship with Supervisors" confirms that the respondents are opting for neutral value. "Salary" as hygiene factor is low rated. Moreover, and attributes that make up this factor are also low rated: 27 "My salary encourages me to work even harder" and 28 "I believe that my salary is adequate". "The Working Conditions" is a factor that respondents are not dissatisfied with but are not motivated neither.

Based on the research it can be concluded that the majority of the factors of Herzberg's two-factor theory are not highly rated. Factor "Salary" is the lowest rated, while the factor "Colleagues" is highest rated. It is very important that the leaders provide fair relationships and cooperation among employees. Satisfaction of these factors will not provide greater incentive to work, but dissatisfaction can have a significant negative effect. If we keep in mind the current economic situation in our country and the decreasing standards, it is quite understandable that the given wages are generally insufficient to meet the needs and obligations of citizens.

Therefore the lowest score of this factor should not be surprising. Even those who say that they are satisfied with the pay (bearing in mind the inability to achieve higher pay), once when they are offered such a possibility to advance, it would be eventually the most important reason for changing the workplace. However, it should be noted that dissatisfaction with pay may encourage increased work efficiency, but only if the company has clear rules and if there is a possibility to achieve higher salary with more intensive work and greater commitment.

Acknowledgment

The paper is supported by Ministry of Education, Science and Technological Development, Republic of Serbia (Grant 176020).

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