

**EMPIRICAL CONSIDERATIONS OF MOTIVATION AS A VITAL
RESOURCE OF MODERN SOCIETY
(CASE STUDY OF BRANIČEVO DISTRICT)**

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Abstract: Starting point for defining the subject of this paper is a fact, i.e. generally accepted attitude in science and strategies of economic, technological and social development of society that human resources are an essential driving force of modern organizations and societies as a whole. Business and efficiency of organizations in accomplishing the goals of existence and work depends on numerous factors among which the motivation plays an increasingly important role through its impact on behaviour of people in organization and overall organizational action. Previous studies of motivation in Serbia are outdated, outmoded. Recent historical circumstances in which Serbia was found have prevented the incorporation of designed obligations of organizations into modern and developed European countries. For that reason, the accomplishment is brought under doubt, because the existing motivation system in Serbia shows shortcomings very often that are expressed in different ways. Topicality of this theme is primarily reflected in its intensive presence in organizational theories in the previous decades. By discovering the mechanisms that move people towards the accomplishment of better results, numerous theories of motivation were generated. Motivation of employees is not only psychological and sociological problem of work and work behaviour, but it is a behaviour aimed at a goal that excites the needs caused in a man, and the goal of behaviour is satisfaction of needs. Interest for the problem of motivation basically has three reasons: improvement of production, efficiency and creativity in work, improvement of quality of working life in organizations and strengthening competitive advantage. Empirical studies are in conjunction with theoretical studies on the topic mentioned.

1. RESEARCH PROBLEM

Based on derived theoretical considerations, which are a basis for empirical verification, we can determine that in developing countries, such as Serbia, the motivation is a new social challenge and chance. Instead of natural resources or industrial capacities, motivation management becomes a vital resource of modern society. Training the population and economy for these skills is a great chance for Serbia to access developed countries and actively participate in global economic activities, but by simultaneous protection of national economic sovereignty. „Motivation management“ should be focused on activities towards future, i.e. strengthening the knowledge of its staff, because it is a continuous developmental process. Strategic priorities in the field of employees' motivation are the following: increase of motivation with all employees, installment of modern education system that is adapted to the needs of contemporary society; and encouragement of research and development. Modern society requires an appropriate, trained and skilled labour that is able to work in conditions of highly competitive global economy. Such labour can be created only if it is motivated. Information society requires appropriate social „changes“, trained and skilled labour that is able to work in conditions of highly competitive global economy. „Changes“ in modernization of educational system are very complex process, which needs to be carefully devised. This field is referred to activities that aim at preparing the entire population for „knowledge society“ and „knowledge worker“, through the education. The process includes the introduction of new methods, better methods of evaluation and mechanisms of quality control. The form of training should be carried out continuously, according to specially developed programmes and appropriate quality standards. Research problem was spotted as one on the crucial in our economy, especially in present moment, in our country, where there is not enough attention paid to motivation to the extent that would imply the interest of organization and

its employees, because of: poor situation in economy and education, transition in which we are encountered and technological obsolescence etc. Since the essence of good business is successful management, leadership aimed at accomplishing given strategic goals, the very problem of research is determination of motivation level, with considering the existing state in Braničevo District. Having in mind that it is about a dynamic and complex field where the impact of a great number of factors is present, that dynamics of changes is increasing and that parameters related to employees' motivation are constantly changing, the research should contribute to the observation of dynamics of these changes and key factors that influence them, suggesting that there is only one constant in that process – indisputable conditionality of organization's success by development of the concept of employees' motivation. In our society, as well as in our organizations, the need for affirmation of the significance of employees' motivation is obvious.

2. SUBJECT OF THE RESEARCH

We define motivation as a set of processes that encourage, direct and maintain human behaviour towards a goal. For example, people can be led by their interest to leave a good impression on other people, to something interesting, to be successful in what they do, etc. Their interest to meet these motives stimulates them to behave in a way that will enable them to accomplish their goals. Knowledge and abilities are certainly significant for work effects of the staff from the domain of their education. It is about dynamic categories, which seek to be renewed through the entire period of professional work, then complemented and changed, and that can be accomplished by focusing on studying the motivation with knowledge management.

Today, in highly developed countries of Europe, there are teams that are very active in studying the additional, constant improvement of motivation's impact, in contrast to our country. Development level of climate for treating the motivation in various countries was differently developed, as in our country. People can have many different motives that appear simultaneously. This complexity is a challenge for motivation theories. Having in mind the character of the observed research problem and resources available, the very research was carried out in Braničevo District, having in mind the level of motivation and corporate culture in the mentioned area. Research subject of this paper is employees' motivation, its impact on behaviour of people in organization and overall organizational action.

3. RESEARCH GOALS

Research priority is to provide quality information to scientific and professional audience, and basic task consists of presenting collected and processed data and results in accordance with the methodology of scientific and research work in the form that will be clear and unambiguous. Presentation of theoretic through and practical solutions should create opportunities of application in the world of confirmed solutions in the field of management and motivation techniques.

Main goals of the paper are to establish whether the motivation is a key factor of modern organization, i.e. to examine and critically assess the programme of motivation and training of staff in our organizations. In addition, the goal is to determine the possibilities and models of motivation and its continuous improvement. The goal of the paper is explanation and identification of motivation through research in our organization that fights for its place in the market of developed countries.

Practical aim of the paper is to design a model that would contribute to a better motivation concept in our conditions and existing situation, on the basis of the obtained research results. The ultimate goal of the research is to complement the scientific knowledge about the achievements of theoretic thought and an attempt to set a motivation model in the organizations. Research goal is also to determine, as accurately as possible, the factors of changes in relation to the reality that is studied, as well as to observe and predict all possible negative effects of that change on overall effectivity, i.e. its performances. Scientific and social goal of this paper would be to perform scientific description of the impact of motivation on improvement of effectivity of the organizations, according to the same organizations in highly developed countries, which use motivation techniques in improving their staff for a very long time. When defining the general goals of employees' education, we need to have in mind their compliance with organizational needs and goals, i.e. with defined organizational strategy. Based on that, some of the crucial goals of employees' education are [2]: acquisition of competitive advantage of organization, improvement of operating performance, actualization of knowledge and skills of employees, solving the problems in organization, directing and orienting the newly-employed and meeting individual needs of growth and development of employees. Permanent investing in employees' education represents a crucial factor for accomplishing leadership position of many modern organizations in the global market. That is also witnessed by successful business practice of many developed countries, which own their success to motivated human potential, as main strategic weapon.

4. RESEARCH TASKS

As particularly relevant, we can single out the following research tasks within a defined research goal: examine the attitudes of respondents according to motivation, examine the respondents' information level about possibilities that are provided by motivation, examine the level of respondents' training for the use of motivation techniques, examine, analyze and critically evaluate the programme of respondents' training for the application of motivation techniques and establish a new model for motivation of workers in the organizations. Motivation in an organization is a complex concept, much broader than those that is usually implied by that term. Motivation concepts can perform pedagogical function as well, by encouraging the employees to spend their working life in an active and meaningful way. Because of that, planning and implementation of motivation in a particular field, or country, represents one of the basic conditions for accomplishment of values and profitability. Research should contribute to an increased access to employees' motivation process as specific function, which cannot be defined by previously determined pattern but in accordance with specificities of working and technological process, developmental and business policy of organization, and, the most important, with personality traits as well, which vary from individual to individual.

5. HYPOTHESES IN RESEARCH

In accordance with the problem, subject and goal of research, as well as information available, the following null, i.e. main research hypothesis is formulated, which says: „Motivation is one of the main factors for the development of economy in Serbia, and simultaneously in Braničevo District (i.e. it is necessary in order to achieve a high level of productivity and competitiveness of Serbian economy and Braničevo District)“. The confirmation of basic hypothesis will be achieved by using the additional hypothesis: I It is assumed that the respondents would be satisfied if they could change their jobs. Culture

and motivation of employees greatly influence the movements of organization. There are great changes in organizations' structures from the aspect of motivation; II It is assumed that the respondents are satisfied with the results of latest studies, by which motivation is before earnings at the workplace. Success of the process of employees' motivation depends on their needs and attitudes, i.e. awareness and responsibilities for own professional development; III It is assumed that the respondents are satisfied with the attitude of organization's management towards the employees. Quality of organization's management influences the employees' motivation for work, as well as their further training; and IV It is assumed that the respondents are satisfied with significance that the organization pays to professional education and development of employees. There is a high degree of interdependence between social environment and process and effect of employees' motivation. Limiting factors of social environment at the same time have a limiting effect on strategies, development and effects of employees' motivation.

6. METHOD AND INDICATORS OF RESEARCH

The method of management studying and a change in the field of motivation are predetermined by their nature, i.e. theme, scope and content, set hypothesis, adopted attitudes and particular indicators. Research methods include collecting the data and comparability on the basis of which, the conclusions are made. Main goal is to reveal the unknown, on the basis of analysis and prediction, and to make a forecast of the result of future state in that way. The measure of cognitive ability is expressed in accuracy of description, thoroughness in the quality of explanation and accuracy level of scientific prediction [19]. In this research, systemic methodology is present in processing the results obtained from the aspect of modelling and empirical research. The application of the computer for entering, analysis and processing of data is necessary, as well as the conclusions related to the research. Research was realized in accordance with modern achievements of scientific and research work and with the application of the following methods and knowledge techniques, in theoretic part of the paper: analysis of the content of available domestic and foreign literature, qualitative analysis, quantitative analysis, descriptive analysis, description method, generalization method, compilation method, comparative method, technique of analysis and synthesis, method of deduction and induction. In empirical part of the paper – method of interviewing through the technique of questionnaire, for the sake of verifying the set hypotheses, statistical processing of results obtained by empirical research is done in accordance with the most suitable accepted mathematical and statistical methods, factor analysis is a set of mathematical and statistical procedures, which, in a great number of variables that are mutually connected, enables the determination of a smaller number of basic variables that explain such a connection, the significance and structure of differences were examined by discriminant analysis. The data collected are processed and shown by tables, graphs and through numerical indicators. When analyzing this research, the following indicators were used: textbooks, Internet, universities' libraries, National libraries, libraries of schools and institutes, journals, publications of scientific papers and the press.

7. SCIENTIFIC AND PROFESSIONAL JUSTIFICATION OF THE RESEARCH

Every science has three postulates: to describe, to interpret the occurrences and to use the knowledge acquired for predicting future behaviours and successes. Each research that provides a description of occurrences in management and motivation and transforms it into the knowledge about the existence of laws in the implementation of

variable occurrences, which are observed. Knowledge obtained can serve in practice and research, selection of success, i.e. failure of organizations' management. Scientific justification of this research is unquestionable, because it is about insufficiently examined, determined and verified scientific knowledge about management's impact and changes on modern employees' motivation, and thus the organization of the companies as well. Theoretical and empirical research in this paper would give us significant results that would enable us to analyze the management in motivation in a more realistic way. Given models, as well as hypotheses about some dependences would be significant in presenting the assumptions about the behaviour of respondents, before and after research actions. Justification of this research would be expressed in obtaining adequate analytical, tabular and graphical results in the formed application. Social justification of this research is based on the knowledge that they are the result of one-year theoretical and practical research, whose application could be widely implemented. Hierarchy of new scientific achievements would be complemented by knowledge from the scientific field of management and scientific disciplines, motivation, knowledge management and change management.

8. RESEARCH ORGANIZATION

Having in mind the complexity of the subject of this research, and especially having in mind the formulated research goal, as well as selected research methods, the research was carried out in Braničevo District, with 112 respondents. The sample consisted of a valid number of respondents. The research included the respondents that were present in their organizational units on the day of examination. These samples can be classified as intentional random samples. During the work in the field, designed samples and the way of selecting the samples are completely realized. Realized sample size of 112 respondents is sufficient for the needs of this research. Number of respondents provides the drawing of reliable conclusions. The survey was carried out according to prescribed guidelines and procedures, so it is considered that the reliability of data obtained, as well as of the entire research, is provided. Main indicators of sample structure, having in mind the respondents' characteristics: respondents' gender (Figure 1.), respondents' age (Figure 2.), respondents' years of service (Figure 3.) and respondents' education level (Figure 4.).

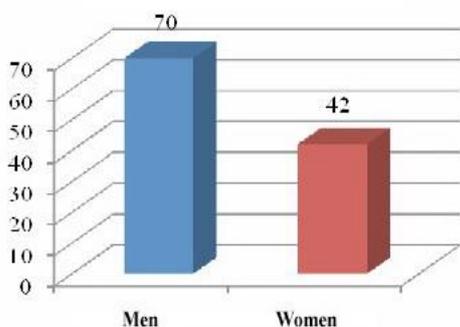


Figure 1. Respondents' gender

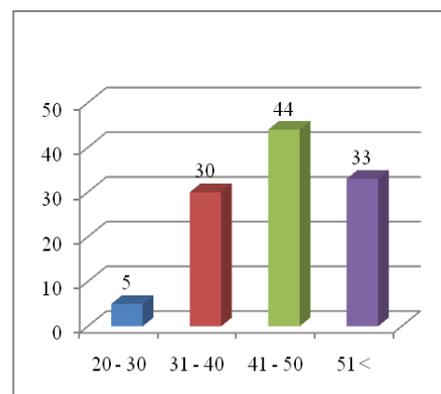


Figure 2. Respondents' age

One of the main conditions of accepting all changes in individual's life, including the inclusion of motivation into organizational processes, is based on compliance between the changes and individual's attitudes. Such a conclusion comes from the nature of attitude, which has: cognitive component, affective component, voluntary component and which,

according to this, determines the attitude of individuals towards the objects and occurrences in immediate environment.

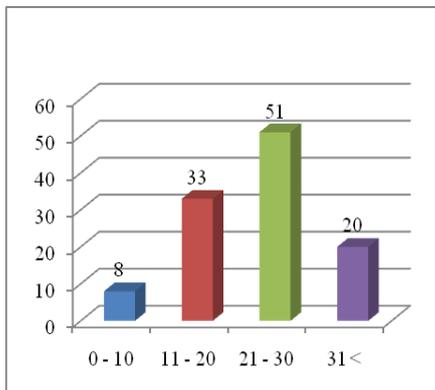


Figure 3. Years of service

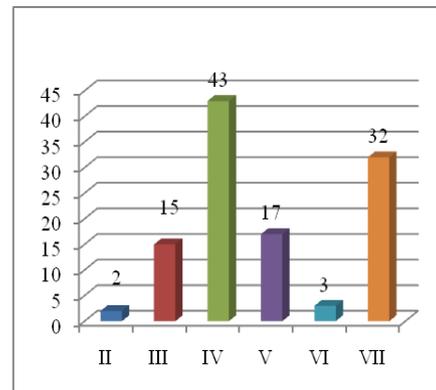


Figure 4. Education level

The degree of agreement or disagreement with an occurrence or aspect can also have significant implications for the overall attitude of individual towards that phenomenon. It means that general attitude of respondents towards motivation can be expressed as a degree of agreement or disagreement with motivation. However, that general attitude can also influence its practical engagement on the jobs he performs and it does not provide drawing conclusions. In order to be able to reach correct conclusion, it is necessary to construct a questionnaire that the respondents should answer. During the survey, the respondents needed to answer the following questions, by defining their own attitudes:

1. Are you satisfied with Your level of awareness of organization's operating?
2. Are you satisfied with the job you are doing?
3. Are you satisfied with your salary?
4. Are you satisfied with conditions at your workplace?
5. Are you satisfied with the attitude of Your immediate supervisor to you?
6. Are you satisfied with the attitude of organization's management towards the employees?
7. Are you satisfied with the attitude of Director-General towards the employees?
8. Are you satisfied with opportunities for career advancement?
9. Are you satisfied with Your personal contribution that you give to your own professional education and development?
10. Are you satisfied with the significance that the organization gives to professional education and development of employees?
11. Are you satisfied with the attitude towards the newly-employed in Your company?
12. Are you satisfied with personal motivation at your workplace?
13. Would you be satisfied if you could change your job?
14. Are you satisfied with the results of latest studies that have shown that motivation in the workplace is ahead of earnings?

9. RESEARCH RESULTS

Generally, we can conclude the following: the male respondents, aged from 41 to 50, with years of service from 21 to 30 and IV level of education, have the highest frequency and percentage of presence in this research. In addition, there is also the following conclusion that the female respondents, aged between 20 to 30, with years of service from 0 to 10 and II level of education are present with lowest frequencies and percentages in

this research. These data tell us about the profile of respondents at this research level. Based on the research and attitudes analyzed: „satisfied“, „uncertain“ and „dissatisfied“, we can conclude the following:

- The largest number of responses – 67 for the attitude „satisfied“ can be determined on the basis of answers on the question 5.: „Are you satisfied with the attitude of your immediate supervisor to you?“ or 59,82%, and that the smallest number of responses 22 for the same attitude can be determined on the basis of answers to the question 10.: „Are you satisfied with the significance that the organization gives to professional education and development of employees?“ and it is 19,64%;
- The largest number of responses – 49 for the attitude „uncertain“ can be determined based on the answers to the question 13.: „Would you be satisfied if you could change your job?“ or 43,75%, and that the smallest number of responses - 19 for the same attitude can be determined based on the answers to the question 5.:“ Are you satisfied with the attitude of your immediate supervisor to you?“ and it is 16,96%; and
- The largest number of responses – 57 for the attitude „dissatisfied“ can be determined based on the answers from the question 3.:“Are you satisfied with your salary?“ or 50,89%, and that the smallest number of responses – 22 for the same attitude can be determined based on the answers to the question 13.:“ Would you be satisfied if you could change your job?“ and it is 19,64%.

For the question – statement: „Are you satisfied with the results of latest studies that have shown that motivation in the workplace is ahead of earnings?“, the attitudes of respondents are examined, i.e. the result of χ^2 and on both thresholds of significance, as it is shown in Table 1.

Table 1. Determining χ^2 test for both thresholds of significance for the question: : „Are you satisfied with the results of latest studies that have shown that motivation in the workplace is ahead of earnings?“

Are you satisfied with the results of latest studies that have shown that motivation in the workplace is ahead of earnings?“	satisfied	uncertan	dissatisfied	total:
Frequencies observed	23	37	52	112
Frequencies expected	37,33	37,33	37,33	112

Based on comparison, we get the following result: that all $\chi^2=11,2679$, are statistically significant at the level $\chi^2_{0,05}=5,9915$ and $\chi^2_{0,01}=9,2103$; and at that level, we reject the hypothesis, and based on the hypothesis about equal distribution of answers in both categories of attitudes 37,3333, which claims that not a single difference has emerged systemically, but randomly, the test has rejected the hypothesis at the level of 99%, and that means that differences are so big that we cannot think of them as random, but real. For an easier analysis we have reduced Table 1 to Table 2.

Table 2. The observed frequencies of the correlation of answers to the question „Are you satisfied with the results of latest studies that have shown that motivation in the workplace is ahead of earnings?“ in relation to the respondents' years of service

Are you satisfied with the results of latest studies that have shown that motivation in the workplace is ahead of earnings?				
Respondents' years of service	satisfied	uncertain	dissatisfied	total:
0 - 10	1	7	0	8
11 - 20	7	6	20	33
21 - 30	9	16	26	51
31<	5	7	8	20
total:	22	36	54	112

Correlation of answers to the question: „Are you satisfied with the results of latest studies that have shown that motivation in the workplace is ahead of earnings?“ in relation to respondents' years of service can be seen in Tables 3 and 4.

Table 3. The observed frequencies of correlation of answers to the question „Are you satisfied with the results of latest studies that have shown that motivation in the workplace is ahead of earnings?“ in relation to respondents' years of service – simplified overview

Are you satisfied with the results of latest studies that have shown that motivation in the workplace is ahead of earnings?				
Respondents' years of service	satisfied	uncertain	dissatisfied	total:
0 - 20	8	13	20	41
21<	14	23	34	71
total:	22	36	54	112

Table 4. The expected frequencies of correlation of answers to the question:“Are you satisfied with the results of latest studies that have shown that motivation in the workplace is ahead of earnings?“ in relation to respondents' years of service – simplified overview

Are you satisfied with the results of latest studies that have shown that motivation in the workplace is ahead of earnings?				
Respondents' years of service	satisfied	uncertain	dissatisfied	total:
0 - 20	8,05	13,18	19,77	41
21<	13,95	22,82	34,23	71
total:	22	36	54	112

Based on comparison, we get the following result: that $\chi^2=0,0087$, is not statistically significant at the level of $\chi^2_{0,05}=5,9915$ and $\chi^2_{0,01}=9,2103$; and at that level we accept the hypothesis about and that on the basis of hypothesis on equal distribution of answers, which claims that not a single difference has emerged systemically, but randomly, test has accepted the hypothesis at the level of 99%, and that means that differences are so small that they can be considered random. By this we confirm and accept 1 additional hypothesis!

For the question – statement: „Would you be satisfied if you could change your job?“, the respondents' attitudes are examined, i.e. the result of χ^2 on both significance thresholds, which is shown in Table 5.

Table 5. Determination of χ^2 test for both thresholds of significance for the question: „Would you be satisfied if you could change your job?“

Would you be satisfied if you could change your job?	satisfied	uncertain	dissatisfied	total:
Frequencies observed	41	49	22	112
Frequencies accepted	37,33	37,33	37,33	112

Based on comparison, we get the following result: that all $\chi^2=10,3036$, are statistically significant at the level of $\chi^2_{0,05}=5,9915$ and $\chi^2_{0,01}=9,2103$; and at this level, we reject the hypothesis, and on the basis of hypothesis of the equal distribution of answers to both categories of attitudes 37,3333, which claims that there is not a single difference that has emerged systemically, but randomly, test has rejected the hypothesis at the level of 99%, and that means that differences are so big that we cannot take them as random, but real. For an easier analysis we have reduced Table 5 to Table 6.

Table 6. Observed frequencies of the correlation of answers to the question: „Would you be satisfied if you could change your job?“ in relation to respondents' level of education

Would you be satisfied if you could change your job?				
Respondents' level of education	satisfied	uncertain	dissatisfied	total:
II	0	1	1	2
III	6	4	5	15
IV	15	21	6	42
V	7	7	3	17
VI	2	1	0	3
VII	12	14	7	33
total:	42	48	22	112

Correlation of answers to the question „Would you be satisfied if you could change your job?“ in relation to respondents' level of education can be seen in Tables 7 and 8.

Table 7. Observed frequencies of correlation of answers to the question: „Would you be satisfied if you could change your job?“ in relation to respondents' level of education – simplified overview

Would you be satisfied if you could change your job? Da li biste u slučaju da možete da promenite posao bili zadovoljni?				
Respondents' level of education	satisfied	uncertain	dissatisfied	total:
II - IV	28	33	15	76
VI - VII	14	15	7	36
total:	42	48	22	112

Table 8. Expected frequencies of correlation of answers to the question: „Would you be satisfied if you could change your job?“ in relation to respondents' level of education – simplified overview

Would you be satisfied if you could change your job?				
Respondents' level of education	satisfied	uncertain	dissatisfied	total:
II - IV	28, 50	32,5 7	14,93	76
VI - VII	13, 50	15,4 3	7,07	36
total:	42	48	22	112

Based on comparison, we get the following result: that $\chi^2=0,0459$, is not statistically significant at the level of $\chi^2_{0,05}=5,9915$ and $\chi^2_{0,01}=9,2103$; and at that level we accept the hypothesis and on the basis of hypothesis of equal distribution of answers that claims that there is no difference that has emerged systemically, but randomly, the test has accepted the hypothesis at the level of 99%, and that means that differences are so small that they can be considered to be random. By this, we confirm and accept II additional hypothesis!

For the question – statement: „Are you satisfied with the attitude of organization's management towards the employees?“, the attitudes of respondents are examined, i.e the result of rezultat χ^2 on both thresholds of significance, as it is shown in Table 9.

Table 9. Determination of χ^2 test for both thresholds of significance for the question „Are you satisfied with the attitude of organization's management towards the employees?“

Are you satisfied with the attitude of organization's management towards the employees?	satisfied	uncertain	dissatisfied	total:
Frequencies observed	24	38	50	112
Frequences expected	37,33	37,33	37,33	112

Based on comparison, we get the following result: that $\chi^2=9.0714$, is statistically significant at the level of $\chi^2_{0,05}=5,9915$ and at that level we reject the hypothesis, and on the basis of hypothesis of equal distribution of answers in both categories of attitudes 37,3333, which claims that there is no difference that has emerged systemically, but randomly, the test rejected the hypothesis at the level of 95%, and that means that differences are so big that they cannot be considered random, but real. Based on comparison, we obtain the following result: that $\chi^2=9,0714$, is not statistically significant at the level of $\chi^2_{0,01}=9,2103$; and at that level we accept the hypothesis, and on the basis of hypothesis of equal distribution of answers in all three categories of attitudes 37,3333, which claims that there is no difference that has emerged systemically, but randomly, the test has accepted the hypothesis at the level of 99%, and that means that differences are so small that they can be considered random. The conclusion is that $\chi^2=9.0714$, is not statistically significant at the level of $\chi^2_{0,01}=9,2103$; and at this level we accept the hypothesis. For the purpose of an easier analysis we have reduced Table 9 to Table 10.

Table 10. Observed frequencies of correlation of answers to the question: „Are you satisfied with the attitude of organization's management towards the employees?“ in relation to respondents' years of service

Are you satisfied with the attitude of organization's management towards the employees?				
Respondents' years of service	satisfied	uncertain	dissatisfied	total:
0 – 10	4	4	1	9
11 – 20	5	9	18	32
21 – 30	8	18	25	51
31 <	5	7	8	20
total:	22	38	52	112

Correlation of answers to the question: „Are you satisfied with the attitude of organization's management towards the employees?“ in relation to respondents' years of service can be seen in Tables 11 and 12.

Table 11. Observed frequencies of correlation of answers to the question: „Are you satisfied with the attitude of organization's management towards the employees?“in relation to respondents' years of service – simplified overview

Are you satisfied with the attitude of organization's management towards the employees?				
Respondents' years of service	satisfied	uncertain	dissatisfied	total:
0 - 20	9	13	19	41
21 <	13	25	33	71
total:	22	38	52	112

Table 12. Expected frequencies of correlation of answers to the question: „Are you satisfied with the attitude of organization's management towards the employees?“in relation to respondents' years of service – simplified overview

Are you satisfied with the attitude of organization's management towards the employees?				
Respondents' years of service	satisfied	uncertain	dissatisfied	total:
0 - 20	8,05	13,91	19,04	41
21 <	13,95	24,09	32,96	71
total:	22	38	52	112

Based on comparison, we obtain the following result: that $\chi^2=0,2696$, is not statistically significant at the level of $\chi^2_{0,05}=5,9915$ and $\chi^2_{0,01}=9,2103$; and at that level we accept the hypothesis of equal distribution of answers that claims that no difference has emerged systemically, but randomly, the test has accepted the hypothesis at the level of 99%, and that means that differences are so small that we can take them as random. By this, we confirm and accept III additional hypothesis!

For the question – statement: „Would you be satisfied if you could change your job?“, the respondents' attitudes are examined, i.e. the result of χ^2 on both thresholds of significance, a sit is shown in Table 13.

Table 13. Determination of χ^2 test for both thresholds of significance for the question „Would you be satisfied if you could change your job?“

Would you be satisfied if you could change your job?	satisfied	uncertain	dissatisfied	total:
Frequencies observed	41	49	22	112
Frequencies expected	37,33	37,33	37,33	112

Based on comparisons, we get the following result: that all $\chi^2=10,3036$, are statistically significant at the level of $\chi^2_{0,05}=5,9915$ and $\chi^2_{0,01}=9,2103$; and at that level we reject the hypothesis, and on the basis of hypothesis of equal distribution of answers in both categories of attitudes 37,3333, which claims that there is no difference that has emerged systemically, but randomly, test has rejected the hypothesis at the level of 99%, and that means that differences are so big that they cannot be taken as random, but real. For an easier analysis, we have reduced Table 13 to Table 14.

Table 14. Observed frequencies of correlation of answers to the question: “Would you be satisfied if you could change your job?” in relation to respondents' level of education

Would you be satisfied if you could change your job?				
Respondents' level of education	satisfied	uncertain	dissatisfied	total:
II	0	1	1	2
III	6	4	5	15
IV	15	21	6	42
V	7	7	3	17
VI	2	1	0	3
VII	12	14	7	33
total:	42	48	22	112

Correlation of answers to the question: “Would you be satisfied if you could change your job?” in relation to respondents' level of education can be seen in Tables 15 and 16.

Table 15. Observed frequencies of correlation of answers to the question: “Would you be satisfied if you could change your job?” in relation to respondents' level of education – simplified overview

Would you be satisfied if you could change your job?				
Respondents' level of education	satisfied	uncertain	dissatisfied	total:
II - IV	28	33	15	76
VI - VII	14	15	7	36
total:	42	48	22	112

Table 16. Expected frequencies of correlation of answers to the question: “Would you be satisfied if you could change your job?” in relation to respondents' level of education – simplified overview

Would you be satisfied if you could change your job?				
Respondents' level of education	satisfied	uncertain	dissatisfied	total:
II - IV	28,50	32,57	14,93	76
VI - VII	13,50	15,43	7,07	36
total:	42	48	22	112

Based on comparison, we get the following result: that $\chi^2=0,0459$, is not statistically significant at the level of $\chi^2_{0,05}=5,9915$ and $\chi^2_{0,01}=9,2103$; and at that level we accept the hypothesis, and that on the basis of hypothesis of equal distribution of answers that claims that no difference has emerged systemically, but randomly, the test has accepted the hypothesis at the level of 99%, and that means that differences are so small that we can take them as random. By this we confirm and accept IV additional hypothesis!

10. RESEARCH RESULTS

Based on the above-processed, χ^2 results confirm the following additional hypotheses: : I That the respondents would be satisfied if they could change their jobs. Culture and motivation of employees greatly influence the movements of organization.

There are great changes in organizations' structures from the aspect of motivation; II That the respondents are satisfied with the results of latest studies, by which motivation is before earnings at the workplace. Success of the process of employees' motivation depends on their needs and attitudes, i.e. awareness and responsibilities for own professional development; III That the respondents are satisfied with the attitude of organization's management towards the employees. Quality of organization's management influences the employees' motivation for work, as well as their further training; and IV That the respondents are satisfied with significance that the organization pays to professional education and development of employees. There is a high degree of interdependence between social environment and process and effect of employees' motivation. Limiting factors of social environment at the same time have a limiting effect on strategies, development and effects of employees' motivation. This research was aimed at confirming the main hypothesis: "Motivation is one of the crucial factors of economic development in Serbia, and Braničevo District at the same time (i.e. it is necessary for the sake of acquiring a high level of productivity and competitiveness of the economy of Serbia and Braničevo District)", through additional hypotheses.

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