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Influence of Demographic Factors on Employee Satisfaction and Motivation

Snežana Urošević, Nenad Milijić

University of Belgrade, Technical Faculty in Bor, Management Department, Vojske Jugoslavije 19210 Bor, Serbia,
surosevic@tf.bor.ac.rs

Nowadays, human resource management and development is becoming more significant due to the fact that a man has gained a new place and a new role in all social processes and in their management. The sheer employees' characteristics, i.e., demographic factors, besides the organisational factors, have a certain influence in this area. By adequate understanding of both demographic factors and their influence, it is possible to apply measures to make the employees satisfied and motivated. This paper points out such influences on the employees' satisfaction and motivation. Also, the interaction of certain demographic factors is presented, such as the professional qualification, years of working experience and age, onto employees perceiving satisfaction and motivation and onto respective consequences. In order to determine the employee satisfaction and motivation, the responses from the employees to questions divided into six groups (material conditions, security, acceptance and social component, respect and status, self-confirmation and loyalty), were used. The research was done on a set of 328 employees in the telecommunications sector in Serbia.

Key words: satisfaction in business operation, motivation, demographic factors, employees

1 Introduction

Human resources undoubtedly represent the most important resource in all industries. This is why, if the company wants to achieve its objectives, it is necessary to pay maximum attention to the employees and achieve the atmosphere which results in satisfaction and motivation. Therefore, the management has to perform a series of complex tasks in order to achieve employee motivation and satisfaction at work.

Many authors are interested in the problem of motivation because if understood, it results in: improving efficiency and creativity, improving the quality of working life in the organization, improving the competitive advantage and the company's success. In order to improve personal motivation we need to define our own boundaries, secure various choices, adjust work and private life, set new challenges, define objectives clearly, improve and develop new skills, cooperate with others and assist them. But one should have in mind that no theory is good enough to envisage what will motivate each employee, because what motivates some does not necessarily motivate all others (Unčanin et al. 2006).

It is quite difficult to define motivation properly and concisely. People are simply just motivated on their own or it is forced upon them. The answer to the question "What is motivation?" was different through the ages and in different cultures. Motivation can be defined as a process, which triggers an activity in a man, which is directed towards certain objects and needs coordination, in order to achieve a certain goal (Kulić, 2003).

Motivation is regarded as energy which guides us towards fulfilling a goal. That is a complex phenomenon which channels human behavior. Numerous motivation theories provided basic answers, such as, what triggers human activity (motives) and how the motivation process comes into being. They are divided according to the content and processes, depending on the fact whether they were looking for answers to what motivated people or how the motivation process came into being. If we consider people's needs which trigger motivation as a generator of human activities and behavior, we can conclude that those who studied this phenomenon agreed on the list of people's needs.

Work motivation is a complex set of influences which make one start working and keep the job on a specific post within the organization. From a personal point of view, that is an inner state which leads to goal fulfillment while being influenced by numerous factors. From a manager's point of view, motivation is an activity, which secures the employees tend to fulfill the predefined goals.

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Motivation is closely linked to work and the organizational efficiency. Motivation in an organization can be defined as a guided behavior of the employees towards organizational goals but also towards satisfying personal needs and goals at the same time. The main aspects of motivation are:

- Motives of the employees,
- Organizational goals,
- Individual goals.

Motivation in an organization is efficient if employees fulfill their personal needs and goals through organizational goals. Motivation as such emphasizes willingness in a man's behavior and represents the energy which urges him to act and behave in certain ways.

Employee motivation is one of the key preconditions for success in business. That is why it is important to constantly nourish and improve this system. Highly motivated workers know what to do and how to reach the predefined goal in the quickest and most efficient manner. This is important both for the organization and the individual who gets a certain reward for his work and effort. Therefore, according to this, motivation is a process which initiates and channels efforts and activities in order to fulfill personal and organizational goals (Bahtijarević Šiber, 1999).

There is a set of factors which influence motivation. Namely, they actually influence a person, his perceptions, values and needs. There are other important factors which influence the motivation process, such as, a wider environment, social and economic development, etc. There is a wide array of factors which influence individual motivation and can be divided into four categories:

- Personal traits,
- Characteristics of a certain post,
- Characteristics of an organization,
- Wider environment.

Human Resource development and management is becoming more important day by day because of a new place and role of a man in all social processes and in their management. The basic task that a manager has is to comprehend how complex human nature is, to evaluate all motivation theories and to select an adequate material and nonmaterial motivation technique having in mind all of the characteristics of a company. The oldest and the most usual way for motivating people is money. If connected with the success at work, and if not the only motivator, its efficiency as a motivator is even bigger. In developed countries money is relatively low on the motivator scale, not because it is less important but because it is considered as a regular follow-up. In developing countries, money is very important.

Today the contemporary human resource management is mainly interested in the employee motivation and satisfaction, because only by establishing a high quality motivation system can an organization increase its competitive ability and advantage on the market. Moreover, the importance of employee motivation and satisfaction is envisaged in the fact that a lot of faculties provide an opportunity to their students in order to develop their skills in this by interacting with a number of experienced professionals (Beebe et al., 2009).

The experience shows that the growth of the employee satisfaction and motivation is reflected on the productivity growth and better business results of the company as a whole. Even though it seems simple and logical, the relationship between satisfaction and motivation on one hand and organisation's results on the other hand is very complex, and numerous factors influence it such as: business characteristics, employee behaviour, personal value system and other demographic and organisational factors (Gill et al., 2008). Numerous authors have studied the satisfaction factors and elements of work. Rutherford et al. (2009) pointed out in their research that the employee work satisfaction key elements are satisfaction with the superior officer, work description, business policy and support, the possibility to improve and advance in career, material conditions, human relations and finally satisfaction with clients. Beebe et al. (2009) point out a special significance of material conditions on the employee motivation and satisfaction with work. The organisational structure and employee perception, shaped by the former, have a very important role in the employee satisfaction with work (Ogaard et al., 2008).

Employee motivation and satisfaction with their work will be on a higher level if people are not treated in the same way. Acuna with a group of researchers states these conclusions (Acuna et al., 2009) after relating employee satisfaction and personal characteristics. Personal characteristics of the employees, or the term demographic data, as often used in the literature, combined with the key aspects of the employee satisfaction and motivation enable the formation of valid and reliable instrument for measuring motivation and satisfaction. In such a way, very important data for finding new solutions and improvements are becoming accessible (Weiss et al., 1967; Smith et al. 1969; Cammann et al., 1983; Bowling and Hammond, 2008).

However, besides the tool used for data collection, the employees being individuals with unique characteristics, one wonders whether and in what way certain personal traits of the employees influence their attitudes and perceptions of satisfaction and motivation. Fabra and Camison (2009) studied the relation of the educational level and satisfaction with work. Clark et al. (1996) examined the influence of employees' age on satisfaction with work. Warr (2008) examined the influence and significance of demographic factors (sex, age, type of employment contract and level of education) on certain values, as well as on satisfaction and motivation. As previously illustrated, the goal of this paper is to examine the influence of certain demographic factors (level of education, age and number of years the employee has spent in a company) on employee perception regarding satisfaction and motivation with work.

2 Methodology

This paper is a part of a broader study which aims at investigating the factors which influence the employee motivation and satisfaction. The goal of the paper is to discuss the interactions of certain demographic factors – professional qualification, years of working experience and age, onto employees perceiving satisfaction and motivation.

In line with the subject and the goal of the research, the following starting hypothesis was established:

- H_o – Interaction of certain demographic factors - qualification level, years of working experience and age and their influence on employee satisfaction and motivation.

The following research hypotheses were also established:

- H_1 – There is no difference between answers to the questions in the survey and the professional qualification and age, as well as between these two factors when interacting.
- H_2 – There is no difference between answers to the questions in the survey and the professional qualification and the years spent in the company, as well as between these two factors when interacting.
- H_3 – There is no difference between answers to the questions in the survey and age and the years spent in the company, as well as between these two factors when interacting.

The employee satisfaction and motivation is presented though their answers and the survey according to the following variables - material conditions, security, acceptance and social component, respect and status, self acknowledgment and loyalty.

In this research, a questionnaire was used as a method to collect data. The pool was anonymous and conducted in P.E. PTT Communication Serbia in Pomoravlje District. All of 700 employees, employed at the time, participated. Out of that, 328 (46,85%) forms were correctly filled in and processed, while the rest were not valid. This is a satisfactory rate because it is similar to the rates in some other similar researches. (Das et al., 2000; Kayank 2003; Molina et al., 2007).

The questionnaire consists of two sections. The first part contains 3 questions related to demographic data. The second part contains 33 questions divided into 6 groups, in respect to employee motivation and satisfaction. The instrument is based on the literature review. Likert's five point rating scale was used to grade the answers, where 1 represented the item of the least importance, and 5 represented the item of the greatest importance. Basic demographic data about the employees are shown in Table 1. The core of this research is based on the demographic data - the employee professional qualification, years of working experience and age – and their influence onto answers to six question groups (material conditions, security, acceptance and social component, respect and status, self acknowledgment and loyalty).

The influence of three demographic factors onto employees perceiving satisfaction and motivation - professional qualification, years of working experience and age – is investigated in the study. GLM method (General Linear Model) and software package SPSS (SPSS Software v. 18) were used for data processing. GLM multivariable procedure provides regression analysis and variance analysis for multiple dependent variables towards one or more factor variables. Factor variable divides the population into groups. GLM tests the null hypothesis: the influence of the factor variables on dependent variables groups. GLM examines interdependence of factors, its consequences and the influence of certain factors. It is also possible to examine the influences of covariables and the interdependence of covariables and factors. In the regression analysis, independent variables are marked as covariables (Ho, 2006; Pallant, 2008). GLM method examines the accuracy of the established null hypothesis, which can be formulated in the following way: H_o – There is no difference in the respondents' answers in relation to demographic factors.

The employee perception of satisfaction and motivation was examined using the answers, divided into six groups, of the examined employees: material conditions, safety, acceptance and social component, respect and status, self-confirmation and loyalty (dependent variables). In the following sections the research results are presented in relation to the influence of demographic factors onto answers to these six groups of questions. Apart from this, the synergetic effect of

Table 1: Demographic data of the respondents

Variable	Category	Number of the respondents that filled the paper correctly	Percentage
Professional qualification	Unqualified worker	25	7.6
	Qualified worker	28	8.5
	Secondary school	147	44.8
	Vocational college	68	20.7
	University graduates	60	18.3
Years of professional experience	Up to 1 year	21	6.4
	1 – 3 years	41	12.5
	3 – 10 years	77	23.5
	10 – 20 years	96	29.3
	20 and more	93	28.4
Age	Up to 25 years	24	7.3
	26 – 35 years	83	25.3
	36 – 45 years	85	25.9
	46 – 55 years	93	28.4
	56 and more	43	13.1

demographic factors on the respondents' answers was examined, i.e., on their perception of satisfaction and motivation with work.

3 Results and discussion

3.1 Influence of interaction of the employees' professional qualification and age on motivation and satisfaction

Certain conclusions can be made on the basis of the results (see Table 2) of all four multivariate significance tests (Pillai's, Wilks', Hotelling's, Roy's) for the main effects between the variable groups: professional qualification and age, professional qualification - age. The hypothesis that states that there is no difference in answers in comparison to the professional qualification is rejected, while the hypothesis that states that there is no difference in answers in comparison to the age is confirmed. Finally, the influence of the interaction between professional qualification and age confirms hypothesis H_1 (there is no difference in respondent's answers).

The results showed that the professional qualification of the respondents has statistical significance ($p<0.005$), unlike the respondents' age ($p>0.005$). The interaction of these two factors does not have statistical significance on the respondents' answers ($p>0.005$). According to the data from Table 3, one can conclude on which, out of six, predictors of employee satisfaction and motivation, demographic factors have a significant influence. Professional qualification has statistical significance on all of the 6 predictors of satisfaction and motivation ($p<0.005$). Even though the respondents' age does not have any statistical significance on the responses ($p>0.005$), it has the influence on certain satisfaction and motivation predictors: safety, respect and status, self-confirmation and loyalty ($p<0.005$).

The interaction between the professional qualification and age on the basis of the six satisfaction and motivation predictors confirms H_1 hypothesis – There is no difference in the respondents answers in relation to demographic factors.

3.2. Influence of the interaction of professional qualification and years spent in a company on motivation and satisfaction of the employees

Table 4 shows the results of all four multivariate significance tests (Pillai's, Wilks', Hotelling's, Roy's) for the main effects between the variable groups of professional qualification and the years spent in a company.

Based on the results, the hypothesis H_2 stating there are no differences in answers in relation to professional qualification is rejected. On the other hand, the hypothesis stating there are no differences in answers in relation to the years an employee has spent in a company (H_2) is confirmed. Finally, the influence of the interaction of professional qualification and the years spent in a company, confirms the hypothesis H_2 stating there is no difference in the respondents' answers.

For further analysis, the information on which of the six employee satisfaction and motivation predictors the main effects between the variable groups have significant influence,

Table 2: Multivariate significance test for the main effects between the variable groups: professional qualification – age

Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	.933	695.834(a)	6.000	299.000	.000
	Wilks' Lambda	.067	695.834(a)	6.000	299.000	.000
	Hotelling's Trace	13.963	695.834(a)	6.000	299.000	.000
	Roy's Largest Root	13.963	695.834(a)	6.000	299.000	.000
Professional qualification	Pillai's Trace	.186	2.460	24.000	1208.000	.000
	Wilks' Lambda	.823	2.506	24.000	1044.296	.000
	Hotelling's Trace	.205	2.541	24.000	1190.000	.000
	Roy's Largest Root	.136	6.826(b)	6.000	302.000	.000
Age	Pillai's Trace	.111	1.436	24.000	1208.000	.080
	Wilks' Lambda	.893	1.435	24.000	1044.296	.080
	Hotelling's Trace	.116	1.433	24.000	1190.000	.081
	Roy's Largest Root	.060	3.038(b)	6.000	302.000	.007
Professional qualification * Age	Pillai's Trace	.283	1.003	90.000	1824.000	.474
	Wilks' Lambda	.746	1.003	90.000	1688.072	.474
	Hotelling's Trace	.304	1.003	90.000	1784.000	.474
	Roy's Largest Root	.114	2.314(b)	15.000	304.000	.004

Table 3: GLM results, satisfaction and motivation predictors influence on overall satisfaction and motivation in relation to professional qualification and age

Effect	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Professional qualification	1. Material conditions	33.587	4	8.397	8.479	.000
	2. Safety	20.182	4	5.046	7.154	.000
	3. Acceptance and social component	18.377	4	4.594	5.344	.000
	4. Respect and status	19.901	4	4.975	6.309	.000
	5. Self confirmation	16.998	4	4.250	5.401	.000
	6. Loyalty	6.862	4	1.715	3.093	.016
Age	1. Material conditions	8.675	4	2.169	2.190	.070
	2. Safety	11.014	4	2.753	3.904	.004
	3. Acceptance and social component	5.541	4	1.385	1.611	.171
	4. Respect and status	9.302	4	2.326	2.949	.020
	5. Self confirmation	8.635	4	2.159	2.744	.029
	6. Loyalty	6.940	4	1.735	3.128	.015
Professional qualification * Age	1. Material conditions	18.381	15	1.225	1.237	.242
	2. Safety	15.134	15	1.009	1.431	.131
	3. Acceptance and social component	9.368	15	.625	.726	.757
	4. Respect and status	10.194	15	.680	.862	.608
	5. Self confirmation	11.078	15	.739	.939	.521
	6. Loyalty	6.556	15	.437	.788	.691

Table 4: Multivariate significance test for the main factors between the variable groups professional qualification –years spent in a company

Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	.944	835.797(a)	6.000	298.000	.000
	Wilks' Lambda	.056	835.797(a)	6.000	298.000	.000
	Hotelling's Trace	16.828	835.797(a)	6.000	298.000	.000
	Roy's Largest Root	16.828	835.797(a)	6.000	298.000	.000
Professional qualification	Pillai's Trace	.133	1.731	24.000	1204.000	.016
	Wilks' Lambda	.872	1.737	24.000	1040.808	.015
	Hotelling's Trace	.141	1.739	24.000	1186.000	.015
	Roy's Largest Root	.077	3.863(b)	6.000	301.000	.001
Years spent in a company	Pillai's Trace	.052	.660	24.000	1204.000	.892
	Wilks' Lambda	.949	.658	24.000	1040.808	.894
	Hotelling's Trace	.053	.657	24.000	1186.000	.895
	Roy's Largest Root	.033	1.676(b)	6.000	301.000	.127
Professional qualification * Years spent in a company	Pillai's Trace	.288	.956	96.000	1818.000	.602
	Wilks' Lambda	.740	.965	96.000	1695.132	.577
	Hotelling's Trace	.316	.975	96.000	1778.000	.551
	Roy's Largest Root	.146	2.773(b)	16.000	303.000	.000

Table 5: GLM results, influence of satisfaction and motivation predictors on overall satisfaction and motivation in relation to interaction: professional qualification –years spent in a company

Effect	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Professional qualification	1. Material conditions	14.822	4	3.705	3.725	.006
	2. Safety	11.965	4	2.991	4.140	.003
	3. Acceptance and social component	7.975	4	1.994	2.295	.059
	4. Respect and status	9.128	4	2.282	2.886	.023
	5. Self confirmation	8.665	4	2.166	2.764	.028
	6. Loyalty	3.547	4	.887	1.608	.172
Years spent in a company	1. Material conditions	3.933	4	.983	.989	.414
	2. Safety	1.375	4	.344	.476	.754
	3. Acceptance and social component	2.354	4	.589	.677	.608
	4. Respect and status	1.581	4	.395	.500	.736
	5. Self confirmation	1.502	4	.376	.479	.751
	6. Loyalty	2.034	4	.509	.922	.451
Professional qualification * Years spent in a company	1. Material conditions	21.159	16	1.322	1.329	.177
	2. Safety	26.789	16	1.674	2.317	.003
	3. Acceptance and social component	12.092	16	.756	.870	.605
	4. Respect and status	22.019	16	1.376	1.741	.039
	5. Self confirmation	19.579	16	1.224	1.562	.078
	6. Loyalty	13.599	16	.850	1.541	.084

is very important: professional qualification - years spent in a company (see Table 5).

The influence of professional qualification on satisfaction and motivation is statistically significant in all the six dependent variables ($p<0.005$), except for the question from group 3. – acceptance and social component and group 6. – loyalty ($p>0.005$). Despite the demographic factor, the statistical influence of the years spent in the company shows significantly lower values in all answers to questions within all of the six groups ($p>0.005$).

Observing the relation between the professional qualification and the years spent in a company, based on the six satisfaction and motivation predictors, the confirmation of the hypothesis is noticeable – H_2. The exceptions are the predictors 2 - safety, and 4 – respect and status, which are sensitive to the interaction of factors.

3.3. Influence of the interaction of age and years spent in a company on motivation and satisfaction of the employees

Multivariate significance tests (Pillai's, Wilks', Hotelling's, Roy's) for the main effects between the variable groups: age, years spent in a company, age – the years spent in a company, i.e., their results, are shown in Table 6. These demographic factors are not statistically significant ($p>0.005$), so in this case the hypothesis stating there is no difference in the respondents' answers in relation to their age and years spent in a company is confirmed, when observed individually and in synergetic interaction.

Table 7 contains information on which of the six employee satisfaction and motivation predictors significantly influence the main effects between the variable groups; age, years spent in a company, age – years spent in a company.

The respondents' age is not statistically significant related to answers according to groups ($p>0.005$). Identical situation appears when observing the influence of years the respondent has spent in a company on motivation and satisfaction, i.e., the complete absence of statistical significance is noticeable in the case of all six groups of questions ($p>0.005$).

The relation between the age and years spent in a company, based on five satisfaction and motivation predictors (1 - material condition, 2 – safety, 4 – respect and status, 5 – self-confirmation, and 6 – loyalty) confirms the H_3 hypothesis – There is no difference in the respondents answers in relation to demographic factors. The hypothesis is rejected in the groups of question 3 – acceptance and social component.

Table 6: Multivariate significance test for the main effects between the variable groups age –years spent in a company

Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	.906	487.547(a)	6.000	304.000	.000
	Wilks' Lambda	.094	487.547(a)	6.000	304.000	.000
	Hotelling's Trace	9.623	487.547(a)	6.000	304.000	.000
	Roy's Largest Root	9.623	487.547(a)	6.000	304.000	.000
Age	Pillai's Trace	.098	1.287	24.000	1228.000	.160
	Wilks' Lambda	.905	1.289	24.000	1061.739	.159
	Hotelling's Trace	.102	1.290	24.000	1210.000	.158
	Roy's Largest Root	.059	2.999(b)	6.000	307.000	.007
Years spent in a company	Pillai's Trace	.094	1.227	24.000	1228.000	.207
	Wilks' Lambda	.909	1.226	24.000	1061.739	.208
	Hotelling's Trace	.097	1.224	24.000	1210.000	.209
	Roy's Largest Root	.053	2.708(b)	6.000	307.000	.014
Age * Years spent in a company	Pillai's Trace	.187	.993	60.000	1854.000	.491
	Wilks' Lambda	.825	.995	60.000	1597.806	.489
	Hotelling's Trace	.198	.996	60.000	1814.000	.486
	Roy's Largest Root	.092	2.833(b)	10.000	309.000	.002

Table 7: GLM results, influence of satisfaction and motivation predictors on overall satisfaction and motivation in relation to interaction: age – years spent in a company

Effect	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Age	1. Material conditions	5.905	4	1.476	1.374	.243
	2. Safety	7.424	4	1.856	2.283	.060
	3. Acceptance and social component	1.544	4	.386	.440	.780
	4. Respect and status	1.697	4	.424	.490	.743
	5. Self confirmation	2.856	4	.714	.850	.494
	6. Loyalty	2.578	4	.644	1.136	.340
Years spent in a company	1. Material conditions	3.543	4	.886	.825	.510
	2. Safety	1.452	4	.363	.447	.775
	3. Acceptance and social component	2.327	4	.582	.662	.618
	4. Respect and status	2.166	4	.541	.625	.645
	5. Self confirmation	1.482	4	.371	.441	.779
	6. Loyalty	2.262	4	.566	.997	.409
Age * Years spent in a company	1. Material conditions	11.959	10	1.196	1.113	.351
	2. Safety	10.892	10	1.089	1.340	.208
	3. Acceptance and social component	19.318	10	1.932	2.200	.018
	4. Respect and status	8.830	10	.883	1.019	.427
	5. Self confirmation	14.064	10	1.406	1.674	.086
	6. Loyalty	6.567	10	.657	1.158	.319

Based on these results, one can conclude that the relation between the age and years spent in a company does not have statistical significance on overall satisfaction and motivation of the employees.

4 Conclusion

One of the most influential elements for achieving the success within a company is undoubtedly satisfaction and motivation. On the other hand, numerous factors affect employee satisfaction and motivation such as job characteristics, employee's behaviour, personal value system and other demographic and organisational factors. There is no unique way to approach each employee satisfaction and motivation element. On the contrary, it is company specific and depends on the management, employees, employee perception of satisfaction and motivation, employee attitude towards work, moral values and personal characteristics. The main influential factors, when speaking about the employees and their satisfaction and motivation, are differences within individual human characteristics (Acuna et al., 2009).

By using the multivariate variance analysis and General Linear Model (GLM) we examined the influence of the respondent's professional qualification, age and number of years spent in a company on answers. We also examined the effect of their synergetic interaction. The research shows that the professional qualification has influence on employee satisfaction and motivation. Therefore, the level of education is set as a significant element in respect to achieving organisational goals. However, professional qualification, in different employee categories, does not influence satisfaction and motivation significantly, according to professional experience. There is no significant influence either of the professional qualification in different age groups. This means that employees with the same professional qualifications, regardless of their age, have the same or similar attitudes and perceptions towards satisfaction and motivation. The employee's age does not, or does to a small extent, influence satisfaction and motivation. Low influence of age, or its complete absence, is evident when different categories of employees are observed in respect to education. The same happens when different groups of employees are differentiated according to their past employment. Years spent in a company do not influence, or hardly influence, the differentiating of employees regarding satisfaction and motivation. This demographic factor is not significant for employees with different educational level or. It is important to point out that the only satisfaction and motivation element of safety (question group number 2.) is dependent upon different age of the employees. Employees with different past employments have different attitudes regarding safety. The result is logical because as time passes, safety (material and safety at work) gains higher priority.

Complexity of satisfaction and motivation is perceived based on these results and conclusions. In broader sense, management of human resources, achieving satisfaction and motivation and organisational goals is not a simple task at all. It becomes tougher and more complex knowing the company only has its own ways for solving these tasks. This and similar studies will not produce ready made solutions, but they can be useful and provide directions for inducing employee satisfaction and motivation as extremely important factors for achieving organisational goals.

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Snežana Urošević is a docent at Technical Faculty in Bor, University of Belgrade, Department of Management. She completed studies at the Faculty of Technology and Metallurgy, University of Belgrade, and her Ph.D. in Management at University of Novi Sad. Her research has been presented in more than 100 publications in international and domestic journals, among them seven in journals with Impact Factor, and proceedings of scientific meetings. Her fields of research interest include management of research and development, competitiveness and business excellence, and human resource management. She is member of several professional associations and member of Scientific Committee of National and International Conferences, and a member of the Editorial Board of several national and international research and professional journals.

Nenad Milijić, doctoral candidate – is employed as an assistant at the Technical Faculty in Bor, University of Belgrade. His research has been and presented in over 20 papers in international and national journals and at international and national conferences. His areas of research interest are: project management, production management, satisfaction and motivation of employees, and safety in production systems. He is member of several professional associations.