

UNIVERSITY OF TARTU
Pärnu College
Department of Tourism Studies

Norayr Hakhverdyan

**A CRITICAL ANALYSIS OF EMPLOYEE MOTIVATION
IN THE SPA AND WELLNESS INDUSTRY**

Master Thesis

Supervisor: Melanie Kay Smith, PhD

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Recommendation for permission to defend thesis

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(Supervisor's signature)

Permission for public defence of thesis granted on (date)

Head of the Department of Tourism Studies, Pärnu College of the University of Tartu

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(name and signature)

This master thesis has been compiled independently. All works by other authors used while compiling the thesis as well as principles and data from literary and other sources have been referred to.

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INTRODUCTION

It is naturally a very big deal in the lives of most individuals to make a decision about what profession to choose and what career pathway to follow. However, for most of the people, it has not been an easy or straight line. The average person will likely go through many occupational changes during his work career.

What motivates people to choose their profession and how to motivate employees has been one of the central concerns for many researchers and practitioners for decades. During the years, many work motivation theories have been presented in the literature. The theories have provided different conceptualizations of the factors that drive the process by which behavior is stimulated, directed, and sustained in organizational settings.

Today, in the hospitality and tourism industry in general and in Spa and Wellness industry in particular, managers often deal with the concern how they can recruit competent personnel and effectively motivate their workers to provide productive service to the guest and to improve the productivity of the property itself. The problems are that the organization needs workers who are motivated to care the goals and interests of the organization, whereas the workers look to satisfy their needs. A perfect balance is when employees satisfy these private needs through the satisfaction of organization interests. Thus, it is very important that managers should be able to hire the competent and motivated personnel, effectively use and further motivate their employees. Managers must know what their employees want from work and be able to design a workplace that promotes excellent service by hosting employees' needs and desires.

The aim of this Master Thesis is to provide sufficient knowledge to the Spa and Wellness industry managers to improve the quality of the service by hiring the appropriate personnel and motivating them in the right way. The research question of the current paper is to analyze the employee motivation in the spa and wellness industry. To answer

the research questions of the current paper, the author divided it into the following objectives:

1. To analyze the main theories, hypotheses, and practices that exist in the academic literature regarding motivation, particularly to explore the main motivational factors of the people for choosing any career path and to study the types of techniques of motivating the employees.
2. After studying the motivational factors to make research to examine what motivational factors stand behind the decision of the people to choose the career in Spa and Wellness industry.
3. To study the motivational factors that can be applied in motivating Spa and Wellness employees to perform better.
4. To make conclusion and recommendations to the Spa and Wellness managers for hiring and motivating their employees and recommendations for the further study of this subject.

Significance of the study

According to Baum, Lockstone-Binney, & Robertson (2013) people management, in the context of the wellness and spa industry, is a neglected area and raises a variety of issues to the context and delivery of services in the sector. There are few academic research conducted on human resources motivation within the wellness and spa industry.

By achieving the research question of the current thesis the author aims to help Spa and Wellness manager to better cope with one of their main problems in the industry: how to choose the right personnel and how they can effectively motivate employees to provide excellent and efficient service to the guests.

Thus, the findings of this study will give the Spa and Wellness managers general insights on how to hire the best-motivated personnel, effectively use and further motivate the employees for their better motivation.

1. MOTIVATION AND CAREER CHOICE

1.1. General description and importance of motivation

Webster's New Collegiate Dictionary states that motive is something a need or desire that causes a person to act. Motivate, in turn, means "to provide with a motive," and motivation is defined as "the act or process of motivating." From the above description, we can postulate that motivation is the performance or procedure of presenting an intention to act. The word motivation originates from the word "motivate," which means to move, push or influence to proceed for accomplishing a want (Kamalian, Yaghoubi, & Moloudi, 2010).

Bartol & Martin (1998) describe motivation as a power that strengthens behavior, gives the path to behavior, and fosters the tendency to continue. From this description, we identify that to attain assured targets, unless individuals are satisfactorily energetic and clear about their destinations, they can not reach their goal. According to Boumans, de Jong, & Janssen (2011), it is a basic desire to satisfy an unsatisfied need and to accomplish the will. Motivation is a desire to initiate through a physiology or psychological desire that boost a performance that is intended at an objective. It is the final reason of interface among personality attitude and organizational distinctiveness. Motivation is the main internal strength driving individuals to pull off individual and organizational goals (Boudreau, Boswell, Judge, & Bretz, 2001).

Motivation is a kind of strength that may boost one's performance and direct towards accomplishing definite targets (Kamalian et al., 2010). Porter & Miles (1974) proved that the motivation boosts, expresses and continues to conduct.

As it has been stated above, there are few studies regarding human resource management and motivation in Spa and Wellness industry. There are also very few studies to understand the general motives of the people to choose to work in Spa and Wellness

industry. Hence the author tries to refer to the studies made in the hospitality industry since Spa and Wellness is a part of the hospitality industry.

Managing human resources in any company is a complex undertaking. It is more complex in the spa and wellness industry where the social and educational levels of the each employee may vary from one to another greatly. Thus the complexity of managing and motivating human resources in spa and wellness industry rises above the complexity of any other industry. It hugely depends on the professional capacity of managers to understand what the basic personal needs of the worker are and to know what is the incentive to motivate the employee putting his best efforts on the work. This is where motivation in industry starts since hospitality industry is operated by people (Warhurst & Nickson, 2007).

It is of huge importance that a manager could make employees do what he wants them to do. If a manager knows the reason why employees do certain things, he will be able to encourage them to do what he or she wants them to do. He must understand employees motives and needs which are the forces within people that make them act where motivation in industry starts since hospitality industry is operated by people (Warhurst & Nickson, 2007). According to Halisch & Kuhl (1987), motivation is a basic characteristic of job performance and can lead to goal-directed action.

According to Dysvik and Kuvaas (2011) the problems of poor productivity can be solved by motivation. Motivation can bring challenge and joy to an employee, may have fun while working, and motivation to other employees. The success of managers and their companies depends on how the employees can do the work. Since the motivated employees can be more productive, it is of interest to managers to find out what motivate them. A good idea is also noted by Yu (1999): number one function of the managers is to keep the employees satisfied with their jobs. If they fail to make employees satisfied, they will not perform productively. This dissatisfaction can be a reason of high employee turnover in the hospitality industry. To improve working conditions and to keep the employees properly motivated will reduce labor turnover and retain productive employees. Unless they understand the employees' needs, managers will fail to determine employee motivation that is important to inspire employees to work toward the company's goals.

1.2. History of theorizing work motivation

Prevailing management ideologies and philosophies of each era influenced theories of work motivation which then passed through many stages. Despite the fact that the sequence of this development can be traced still it does not mean that the old theories have died. Many employers and managers today rely on one or other of them, augmenting their beliefs not on research or empirical evidence but also on an ideological framework of values and assumptions. These beliefs help them to understand their role and their employees.

Classical or "scientific" management approach was the predominant theory about management during an early part of this century. This theory was about the working people as making rational economic calculations (Nyhan, 1999). Managers who accepted the "scientific" approach, believed that their employees were motivated by the desire to earn as much as possible.

However, after testing the "scientific" approach, the conclusion was that motivation at work could not fully be explained by reference to the desire to earn as much money as possible. A new theory was proposed: reason, why some workers were not fully motivated, might result from factors which were preventing these workers from keeping up their effort. Fatigue was the most likely factor: employees were not strong enough or sufficiently well-nourished to keep their effort up all day (see Mayo, 1945).

Elton Mayo and his team from Harvard University was the authors of this research studies (see Mayo, 1945). Ten years of research were conducted by the research team at the Hawthorne Works of the Western Electric Company. The range of fatigue-inducing factors such as levels of lighting, temperature, the frequency of breaks in combination with payment by results systems was their aim to study (Landsberger, 1958). Their findings were not expected. The level of lighting, temperature, etc. was not the big variable that enhanced the productivity among the employees but rather the interest of the company towards employees, by regularly giving questions about their health, morale, personal lives, etc. "The Hawthorne Effect," was named this unintentional effect of observing people at work and the result had an almost revolutionary effect on theories of work motivation. Attention became the important factor in "human relations" as a mean

of motivating employees instead of focusing on money as the motivator, "human relations" findings then became the foundation of other motivation theories. Satisfaction of human needs became the new focus for motivation theory for further research. The new approach became crucial for management thinking in the 1950's.

Maslow's need hierarchy and Herzberg's two-factor theory motivation theories looking for the factors motivating people included in this paradigm. Since the exact level of need is satisfied, then it is no longer a motivator, and he is motivated by the next level. At the bottom level of Maslow's hierarchy were basic needs such as shelter, food, and warmth, which then upgraded through physical well being, social acceptance, self-esteem, to "self-actualization".(Herzberg, 1987;Maslow,1968).

Hertzberg's two-factor theory was the second well-known theory in this category. According to this theory, work motivation is also dependent on factors such us "hygiene" (salary, prestige) and motivators (achievement, responsibility). If both kinds of needs are satisfied, then a person can be motivated. According to Herzberg real motivation is only reached when a self-growth is experienced, which can only be satisfied through work enrichment and teamwork (Herzberg, 1987).

Hackman& Oldham (1976), developed third need theory by the Job Characteristic Model (JCM). According to them the five increasing core dimensions can enrich job enhancement: skill variety, task identity (the extent to which a job involves completion of a whole piece of work with a visible outcome); job significance (the extent to which a job has meaningful impact on other people, either inside or outside the organization); autonomy (the extent to which a job provides freedom, independence, and discretion in planning the work and determine how to undertake it); feedback (the extent to which employees activities result in direct and clear information on the effectiveness of job performance). These main factors, create three psychological states: experienced meaningfulness, experienced responsibility, and knowledge of results. These factors, if present, are assumed to produce satisfaction and motivation to promote high-quality work (Hackman & Oldham, 1976; Oldham & Hackman, 1981).

The relationship has been found between Herzberg's factors and work motivation (Sjöberg & Lind, 1994). Researchers have tested by Hackman, and Oldham's theory and

those studies showed a weak relationship, approximately 0.15, between experienced task characteristics and performance.

Vroom's Expectancy Theory became a major development base in motivation theory in the 1970s (Vroom, 1964). According to this theory, person's motivation will depend on valences, instrumentality, and expectancy. The main idea of the theory is founded on that employees prefer certain outcomes from their behavior over others. Feelings of satisfaction are anticipated in order the preferred outcome be achieved (Vroom, 1964.).

Equity theory has experienced its ups and downs, it offers understanding how employees react to situations in which they behave more or less favorably in comparison to a referent "other." The main idea of Equity theory people's feelings of fair treatment in comparison with the treatment received by others. In other words, the equity model is based on the assumption that people want to be treated equally for their services. Need for fair treatment motivates people. Equity works when output and input ratios for the individual employee and the reference source (e.g. the co-worker, profession) are the same (Katzell & Thompson, 1990). When a person understand that he or she is not paid equally with others, then job dissatisfaction is assumed to occur. In a study by McFarlin & Sweeney (1992), and in the study of Witt & Nye (1992) was found that perceived fairness of payor promotion and job satisfaction had an average.

In his theories of goals and targets which have become famous in recent decades, Locke arguments that employees can be motivated by relatively difficult goals that they have agreed to do (Latham & Locke, 1979). In other words, the employee`s motivation is not a "need" for something, but the actual achievement of a goal with which he has been involved. Theories of behavior modification, such as guidance, prompting, and reinforcement to bring about the desired changed are similar to goal theory (Guest, 1987). According to Kanfer (1992), the new development in the broader field of motivational psychology corresponds closely to the direction and focus of recent work motivation theory and research. Bandura (1988), Carver & Scheier (1981), Heckhausen and Kuhl (1985), and Weiner (1986) who are considered to be clinical, instructional, social, and personality researchers who proposed major integrative theories of human motivation during the past ten years. Earlier theories and studies became a base for many new research directions in work motivation, and as Barbuto Jr, John E., and Richard W. Scholl.

(1999, p.57) wrote, "an integrative taxonomy that may better account for various motivations is necessary to advance our understanding of individual behavior."

1.3. Factors affecting career choices

Today it is becoming more important for young people to choose the right career path. The right career path people will affect them during rest of their life. Many young people graduate colleges without knowing what career path they want to follow. Before choosing the career path, they must experience what that profession is like and what it involves. People take into account many things when choosing a career and college major. There are many factors that can affect the decision of young people in their decision, but the author singled out some of them:

Sometimes interest in the field can be very important for people. It is not difficult for people to know what they want to do in life. These people will go much further to reach the job they want. However, people often find the job which they did not want due to many factors they can't control. People will explore their chosen career field and study everything about it. The salary and benefits of that job are not the most important thing for this decision. When people choose a major the factor "match with interest" stands above job characteristics, major attributes, and psychological and social benefits in importance (Beggs, Bantham, & Taylor, 2008). People will search for universities that are well known for that studies. It is not secret that most students are more concerned with the salary they can earn. But there are not many people who will go for their dream job (McGlynn, 2007).

The academic ability can play the decisive role for many people to choose their major (Beggs *et al.*, 2008). The reason is that some people do not have enough ability or the work experience to succeed in some majors which may require more effort than other fields of studies. These people may prefer a major with less work intensive and which requires fewer difficult classes. It may affect the future career paths of these people. Other people have the inborn ability to cope with studies with greater effort and choose the career path that may lead to a job requiring more education.

Most parents dream their children to go college and get great jobs with high salary. However, not all high school students have a desire or capable of going to university. A lot of people want to be construction workers. Manual labor jobs will always be on (Mihyeon, 2009). Despite the technology growth and development, there will always be a demand for the trade centered who want to work immediately after school. Immediately after graduating high school some people go to serve in the armed forces. The reason for their step may be that such youngsters want to follow the way of their parents or think that military service is a good way to earn for more for future education.

Another important factor in career choice is personality. According to some studies, people tend to choose a profession that will fit their personality type (Mihyeon, 2009). Confidence can determine how far the person will go with this education. People with believing in themselves are more confident and are the probability is high that they will go for what they want instead of another job which is just comfortable. The personality of persons can also play a role in choosing a profession. People who have an investigative personality more likely will choose science fields. People with an artistic personality probably will choose the profession in arts and interdisciplinary fields. Social sciences are chosen by people who are very social (Porter & Umbach, 2006).

Another influential part of person`s' choice of profession is considered to be family and friends. There are many family members or friends in a person`s life who can influence one`s career decisions. Although parents and friends have a large impact, coaches and teachers can also have a huge role in a person's career decision (Wildman & Torres, 2002). Academic or athletic coaches have a great impact on students and also play a big part in bringing up future generations. According to Blum, (1995) coaches often help young men and women to prepare for the challenges outside of high school by exposing them to challenges including situations in and out of the classroom. This early stage is decisive in life and can play a big part in what decisions students make down the road. If the young man was not lucky to have a good coach hence, he could have a negative influence leading people to bad life choices, while a good coach can have a positive influence leading to right decisions.

Young people whose parents have small businesses sometimes feel obligated to follow their parents' path (Porter & Umbach, 2006). The main reason for their decision is

because a job would be available to them right out of school, they could have a position within the business. There is also a possibility that they might inherit the business one day. Children of family business often have experience with how the business world runs. These people have followed and worked in the family business during their whole life, following all of what their parents experienced in the business. It is still to investigate if this has a positive or negative effect on the person.

Many people believe that economic stability is a key to living a comfortable lifestyle they need to have. When these people want to choose a profession or a career path for them, they are looking for the higher salary jobs, or they look for professions with job security (Wildman and Torres, 2002). High earning, benefits, and opportunities for career growth are considered to be the financial aspects for many young people (Beggs et al., 2008). To look ahead to retirement along with stability during their career can be also decisive for even some people. It means that these people want to be sure that they are secure for the remaining of their lives, also may look into careers that have benefits for retirements, such as military service (Wildman and Torres, 2002).

Gender roles in the work force were treated unfairly in the past. Women usually were paid lower than men in the work place. Currently, the difference in the salary is not so much. However, it is not secret that there still exist stereotypical job fields for men and women (Anker, 1998). According to several types of research young men and women have different preferences when it comes to choosing a career path (Mihyeon, 2009). Men have a more liberal and progressive style of thinking when it comes to choosing the career path. Instead, women prefer a hierarchical style of thinking (Mihyeon, 2009).

Differences in a race also play a big role along with gender differences in employment. In the past, it was not the easy task for minorities to enter the workforce. Now it is required to have ethnic diversity among employees. Since the minorities, went from blue collar jobs to jobs in corporate and business settings hence the gains in diversity have been small (Gittleman & Howell, 1995).

There are many outside factors that can affect young man or woman to choose their career path. A vital role in the choice of career path can play the environment in which a person grows up. The student will likely go straight into the workforce if he/she lived in an

environment where all other men and women go straight to work after a high school (Swanson & Fouad, 1999). It is also worth to mention that some have the connections to help them go further, some have more opportunities than others, some have scholarships to go to college.

1.4. Factors affecting employees' motivation

It is natural that no one is willing to work for free. Employees wish to get the reasonable salary, and employers want their employees to be satisfied with what they give them (Bohlander, Snell, & Sherman, 2001). It has the power to magnetize and motivate individuals towards higher productivity. Satisfaction of the employee now causes direct influences on the performance of the employee (Kamalian et al., 2010).

Rewards are considered to be management tools that can influence to firm's effectiveness by changing individual or group behavior. The following techniques became common to all businesses as a means of rewording: pay, promotion, bonuses or other types of rewards to motivate and encourage high-level productivity of employees. To make salaries as an effective motivator, managers should consider salary structures that must include the importance of organization attached to each position, payment according to productivity, fringe benefits, pensions and so on (Guest, 1987).

Leadership is about to get things done the way you consider to be right, to achieve that you people must follow you, they must trust you. One of the effective means to reach that they trust you and do things for you and the organization, you must motivate them (Baldoni, 2005). Leader and followers induce one another higher levels of morality and motivation. Motivation is also considered to be a leadership behavior. It comes from the desire to do what is good for people as well as for the company. Leadership and motivation are nonstop and interchangeable processes (Baldoni, 2005).

Empowerment is another motivator which provides benefits to organizations and makes sense of belonging and pride in the organization. It builds a win-win interaction among employers and employees; which is considered a perfect environment in many organizations and for their employees. Empowering can bust human capacities. Empowered employees consider their job and work-life with importance, and this leads

to constant progress in a job productivity. Employees transfer their best novelties and ideas with the sense of belonging, enthusiasm, in their organizations. Sense of responsibility become dominant for them, and they prefer benefits of the company to theirs (Yazdani, Yaghoubi, & Giri, 2011).

Trust is considered to be as the perception of one over another, acting based on speech, behavior, and decision (Yazdani et al., 2011). Trust plays a significant role if a company wants to improve and be successful, so it should always exist to ensure an organization's activity and to enhance employees' motivation (Bohlander et al., 2001). It may have intrapersonal and interpersonal effects and can influence the behavior inside and out the company (Torriti, Hassan, & Leach, 2010).

Communicating with employees is the important aspect of the function of modern management. Employee performance, which is very important to the success of any organization, is hugely affected by which extend employees can identify their role in the company. Helping them to do so is an important objective of effective employee communications for the managers (Brymer, 1984). Communication is an important part of a manager's task and ranks in importance with his basic function of production or service. It will be impossible to get his job done unless he communicates effectively. Communication is the essential means for the basic and necessary interchange of ideas and thoughts for the progress of the enterprise (Zabka, 1971). Communication brings the employees together, provides the basis for teamwork, and is the method to pass information. Despite the technical knowledge and ability managers possess, they cannot be good managers unless they are not skillful communicators as managers' primary task is to get work done through other people.

Training is a systematic process using which the human resources in the hospitality industry attain knowledge and skills by instruction and practical activities that lead to improved productivity (Tanke, 1990). According to Bohlander et al. (2001), the meaning of the training is to describe any effort launched by a company to bust learning among its members. The main idea that managers train new employees is to pass their knowledge, skills, and abilities up to the level which will be enough for satisfactory performance. Since these employees continue to work, more training brings opportunities for them to get new knowledge and skills. The result of this training can be employees' ability for

even more effective performance on the job and may undertake other tasks in other areas or at higher levels. The meaning of the training is to contribute to the company's overall performance. One of the main effective ways to motivate employees is to get them involved in an effective training program (Kasavana & Brooks, 1998). Training informs employees that the managers provide the necessary instruction to ensure their good performance in the organization. Successful training should not include information only about the job tasks and duties but also about the company culture. If the employees do not know why an exact job should be done in a certain way, they will not understand the job. This will lead to poor productivity and resistance among employees. Effective training teaches employees about the position task itself and the use of any important means and supplies. Managers must invest in training since it can result in more productive, efficient, and easier to manage employees (Kappa, Nitschke, & Schappert, 1997).

Diaz and Smith, (1989) indicates that employees want to be treated fairly, get positive feedback from their employers. They want to be rewarded for their work. Many organizations in the hospitality industry use different incentive programs to reward employees for their hard work and good performance. If the behavior well rewarded, then the frequency of the desired performance will increase. To make people act in a particular way, they must be needy enough so that rewards reinforce that desired behavior (Kohn, 1999). Usually, incentives are meant to encourage employees to put out more effort to complete their job tasks. Studies showed that in the area of manufacturing, productivity would often improve by 20 percent after the adoption of certain incentive plans (Bohlander et al., 2001). Incentive shows the likelihood that a behavior will or will not produce rewarding or punishing consequences (Sherman, Reeve, & Pfennig, 1997). According to Brymer (1984), most of the today's motivation programs is, in fact, incentive-related compensation programs, rewarding for the desired manner or for avoiding undesirable behavior. Tanke (1990) stated that many hospitality organizations use incentive programs with great success, their programs can also be conceded as retention tools and as performance motivators. The main part of using incentives as means of retention is that they should be tied to longevity. The longer employees work in the organization, the more they do not want to leave it. If the employees have high motivation levels, it will change into strong retention and reduced turnover.

Pay must be equitable not only in term of what employees are getting for their performance but also it should be equated with the other employees at the same level of a job position. To raise the minimum wage for employees will not lead to the same result. Dissatisfaction will most probably occur if the employees are paid the same despite the different job performance. When all employees get the same salary regardless of their level of performance, they perceive that additional effort is not profitable and not necessary (Weaver, 1988).

According to Lockwood & Jones(1989), the employee will contribute to the organizational objectives which have abilities to do a well-defined job. That employee performs in a supportive environment which bust productivity, will be likely to expend effort in fulfilling his job tasks. But if that employee can not do those tasks at the appropriate time it means that performance will still not be productive. According to Wheelhouse (1989), a shift able working hours, also called flextime, will allow employees to vary their times of starting and ending worktime. After critical work hours defined, the employees are then will have a chance to decide which hours will finish the remainder of their workweek. To work with flextime schedules means more time and attention from supervisors.

An interesting and challenging work can be provided by the work environment, motivating the employee to succeed, bust energies and capabilities will be doubled, and job success is guaranteed (Zabka, 1971). Poor working conditions cause the hospitality industry to have a bad image and makes it difficult to find and retain good staff, (Guerrier, 1999). The organizations, which provide a positive work environment will positively direct to increase individual`s productivity with resultant positive impacts upon profits (Brymer, 1984). Workers need adequate equipment, space, and heating. Organizations must create a positive motivational environment. The productive environment is one that allows the workers to find their own motivation — to fulfill their own goals and needs simultaneously meeting the organization`s interests. A good working environment should consist of acceptance, confidence, mutual trust, and openness towards employees. Positive motivational environment consists:

The work itself: a good job satisfaction is the best predictor of job longevity and one of the best guarantees of good performance. The job can be more meaningful to the employee when it serves a purpose of individual and meets the goals of the organization.

Recognition: a good recognition and appreciation can contribute to confidence and a sense of competence to the employee. It is the easiest and fastest way to improve job performance. If the manager praises the employee privately when the person is doing something good may be one of the best motivators. A good recognition should be deserved, perceived as fair to all workers, according to the effort expended, and attained.

Achievement: to achieve goals, to keep busy, to face challenges, to solve problems are typical to most people. To be excited it means they can be also motivated and building a business can excite people.

Responsibility: people can not commit themselves unless they are not able to contribute. Employees desire to be involved and have their say in what affects them. They want to be aware what they must do to improve productivity.

Growth and advancement: Sometimes it is very important to identify the high achievers in the organization and keep them challenged with opportunities for growth and advancement. Being promoted is one of the effective when a person can grow and advance in his job position. Managers should know employees` needs and interests. A good manager should know how to place the employees in the right task and should know how they can be integrated into the company`s long-term goals.

It is worth to mention the book “Driven: How Human Nature Shapes Our Choices” written by Lawrence & Nohria (2002), which is well known as “four drive model”. According to them, there are four main drives for motivating the employees. Each “drives” has its primary instruments. To involve each instrument each instrument has specific actions (see Table 1).

Table 1. How to fulfill the drives that motivate employees

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

Source: Nohria, Groysberg, & Lee, 2008

These four drives are independent from each other. They are not to be ordered hierarchically.

According to Perić, Gašić, & Ivanović (2015) employees will not be satisfied with position and company they work in due to high salaries, in case bonding with colleagues is not fostered, if work is being executed without goal, or if they feel helpless. It would be impossible to strengthen and bond the team if your employees are not paid accordingly for their boring jobs. Of course, there can be cases where the employee can be made to work under such circumstances, if they need money or have no other options for employment. In such situation the employees will not be motivated and there is also a high risk to loose employees when they find better company to work for. The most

important factor of this model is that if an employee miss one of these drives he will not be motivated enough at work. The latest research, conducted in the USA (Nohria et al., 2008) comes to prove that that four drive model represents powerful tool in motivating employees. Now, in order to motivate most of employees, only the compensation alone is not enough anymore. Modern management are always in search for the methods to motivate employees so that they focus their energy, knowledge, skills and abilities in order to achieve organizational goals.

2. WELLNESS AND SPA INDUSTRY

2.1. Wellness and Spa industry description

The word “spa” derives from Latin phrase acronym "sales per aqua" which means "health via water." The early recordings on spa originate in Belgium. There in a small town, several hot mineral springs existed holding curative aids to many skin problems. Today, the International Spa Association's (ISPA, 2005) defines spa as a place "devoted to overall well-being through a different of professional services that encourage the renewal of mind, body, and spirit." Nowadays many types of spas exist: destination spas, resort spas, club spas, salon spas, and medical spas (also known as media spas), etc.

During the years, spas have enlarged to cover any place, facility, product, the treatment that is connected with physical, mental or spiritual health. According to De Vierville (2003) spa must be a place the purpose which is to facilitate human health care, wellness, and social wellbeing. ISPA (2005) describes spa as the establishment that encourages the renewal of mind, body, and spirit. As we can see from these descriptions spa has moved away from its initial meaning of only water treatment and connected them more with the wellness industry by offering that holistic wellbeing plays a vital role in the spa. Holistic well-being goes beyond than materialistic gain.

The spa industry considered to be a strong leader in the leisure and hospitality industry and constantly shows growth phase. Spa establishments raised a staggering 380% in a single decade (from 2000 to 2010).. According to Hanson, Mattila, O'Neill, & Kim (2009) the head of PricewaterhouseCoopers' hospitality and leisure group, spas generate revenues finding new ways than just adding new locations. In fact, even in 2011 which considered being amidst of tough economic times, total revenue increased 4.5% over 2010, to \$13.4 billion annually.

There are lots of well-thought definitions of wellness, developed during time by the leading specialists of the industry. In fact, they were attempting to define, describe, and understand wellness in the 1950s-1970s that initially led to the development of the concept to the current times. However, still no universally accepted a definition of the word —wellness.

Pilzer (2002) has described this new business phenomenon in the spa revolution. According to him wellness is an industry but not a concept and describes how the wellness sector differs from the conventional healthcare sector. He considers wellness as a proactive business where healthy people become customers of wellness industry to feel healthier and to avoid becoming consumers of the sickness business. Pilzer (2002) also called conventional medical industry as the 'sickness industry.' Then he adds that it is reactive where services are provided to people with the already existing disease to either cure the symptoms or eliminate the disease. Sacavem and Correia (2009) define the wellness industry as services or selling products in a proactive way to healthy people which would encourage the minimizing of the aging effect, stop the occurrence of disease and add to the improvement of one's self-esteem and body image. Consumers of wellness industry are not small and limited – their number is constantly growing. It is estimated that there are already about 350million wellness customers in the world's most industrialized and wealthiest countries.

There are many principle components of wellness which are intertwined with spa. The main part of spa tourism definition is relaxation, healing or beautifying of the body using preventative and curative medical techniques. Wellness is linked with spa. Wellness and spa industries are inter-related. Spas are considered to be as places that promote wellness through the provision of therapeutic and other professional services to renew the body, mind, and spirit (Global Spa Summit, 2010). In other words, a spa is an establishment that focuses on the promotion of wellness.

According to (Global Spa Summit, 2010) wellness and spa services became the third most used services or means for enhancing or maintaining health globally (after exercise and eating better). In another word, wellness and spa services have a great significance improving overall health for the most people. That is why the wellness and spa industry is growing constantly.

Hence, wellness and spa is the place where one can lose weight, enjoy a massage, get a beauty treatment and different therapies, receive advice for the healthy diet. Wellness and spa services give hope to the people that expect to maintain their well-being including a balance between body, mind, and spirit.

2.2. Human resources and motivation in the Wellness and Spa industry

Human resources are one of the key resources to any company. In other words, people are a valuable resource for most organizations. In service-based organizations, in particular, it is often the human resources (i.e. people) that have the critical role in delivering successful service. Cohen and Bodeker (2008) thinks that wellness and spa industries are high-touch industries where people are the main product. Human resource management in the in wellness and spa industry is a not well-studied area and raises different of issues to the context (Baum, Lockstone-Binney, & Robertson, 2013). Not much academic research exists on human resources management within the wellness and spa industry. That is why the author is relating wellness and spa workers with employees of other similar industries like hospitality and tourism industry.

Wellness and spa industry employees play a significant role in delivering the quality services in this industry. But the role of these employees is largely unrewarded and undoubtedly under-researched. In their research, Xiong & De la Torre (2013) found that the role of employees is essential for effective brand management for the hospitality industry to have a competitive advantage.

Today, the tourism industry became one of the big players in international commerce and represented one of the big income sources for many developing countries (UNWTO, 2015). Wellness tourism is becoming a rapidly growing industry, and it covers more than \$50 billion global markets (Global Spa Summit, 2010). Factors that create the success of the tourism industry, idea of all studies and scientific papers are that the employees in the tourism field represent the main impression.

Tourism and hospitality products and services can only be consumed by the intervention of the human factors. That is why it go without saying that without the involvement of

human resources, tourism products and services will fail. Human resource is the key asset that makes the hospitality industry unique. According to Melwani, Mueller, & Overbeck (2012), the profitability of a service and the quality of a service is directly connected and judged by the quality of the staff's performance. These products and services are again judged by the guests and customers. It means that if the employee provides quality service, then guests will be happy and will come back again and recommend to their friends and family: It will be beneficial for the organization itself. If the guest, is not satisfied then it will consequently lead to lower profitability.

Since service industry is intensive businesses, both the effectiveness of human resources and the job satisfaction of the employee have a vital importance. Paşaoğlu and Tonus (2014) stated that among the health institutions that take place in the service industry the highest variability source is employees. The quality of the performance and capacity of the employees are the vital factors that affect the success of the company.

Since the wellness and spa industry is growing sectors in international tourism, hence it requires a different set of human attributes, particularly high skills, to meet the complex needs of consumers (Baum et al., 2013). Additionally, as Hochschild (1993) and Nickson (2007) stated spa and wellness tourism is highly emotional and esthetically demanding field. That is why the employee should fully acknowledge the nature of it to function at the best of his or her ability.

Hospitality industry nowadays has many problems which the can be summarized as follows: the challenges of the tourism industry better to be meta well-educated, well-trained, energetic, multilingual employees who can understand the nature of tourism. In the past, human resources and the way they were treated were not considered paramount. Currently, human capital is considered to be at the very heart of all development strategies of a company, especially, in a hospitality industry. Although some job positions in hospitality do not need high-level skills, the growth of demand involves the existence of a growing number of employees with outstanding managerial and technical skills

Cohen & Bodeker (2008) go further: according to them spas as should be 'spirituality in the workplace' and then they argue that those working in the spa and wellness sector require emotional atonement to the position so that to empathize with their clients' needs,

according to them it is difficult for a therapist to give advice, provide empathy, or truly 'be' with a client and study their emotional life unless they have undertaken a similar exploration within themselves . Smith, Deery & Puzko (2010, p.180) also strongly argues for trained staff stating 'most of the services and treatments offered in these health institutions need special skills, training and maybe years of experience. They emphasize 'damage' can be done to body, mind or spirit through neglectful or uninformed practice (Smith et al, 2009, p.189).

It goes without saying that Spa and Wellness sector is a part of the global hospitality industry. Hence to describe the importance of motivation as a key factor for Spa and Wellness industry an insight of hospitality industry has been taken regarding motivation as a key factor.

Tanke (1990) thinks that good hospitality managers should be capable of working with people. They should develop people orientation skills in their management approach. In such a labor-intensive sector, it is difficult not to consider these key resources, but sometimes they do. It goes without saying that human resources managers are to be responsible for employees, his/her task should be to be those people and how their needs and desires correlate with organizational goals and objectives of the company. Thus, managers should be competent to effectively use and coordinate their staff.

One of the main question in human resources management remains what is the missing factor which keeps employees to function to their full potential, what the managers should do to get people go, the answer to these questions is "Motivation."

3. RESEARCH METHODOLOGY

3.1. Research methods

Since people are different from each other, hence it is challenging to undertake research to predict human behavior. Despite, depending on different circumstances people may behave differently. It is really difficult to predict human behavior; they can change their mood and attitude based on the exact situation and circumstances.

Too many methodologies exist to conduct research on human behavior. According to Wahyuni (2012), a methodology refers to a model to conduct research within the context of a particular paradigm. She mentioned that it comprises the underlying set of beliefs that guide a researcher to choose one set of research methods over another. As people's perceptions, beliefs and motivations are a major aspect of this thesis that plays a significant role in final outcomes the author decided to use an interpretivism research method to avoid bias and guide the thesis in a right direction.

According to Wahyuni (2012) to understand the social world from the experiences and subjective meanings that people attach to it, Interpretivistic's researchers favor interacting and having a dialogue with the studied participants. Similarly, this thesis research also used secondary data collection (mostly from literature review), online questionnaire and semi-structured interview based on the online questionnaire. The reason the author conducted semi-structured interview and used the same online questionnaire during the interview was to see how much it was actual the current study and to compare the results of the questionnaire from online responses and responses during the interview. Secondly, as the author conducted the semi-structured interview where the respondents could speak out or tell their specific motivations, the author wanted to be sure if there were no many sub-questions which had not been included in the questions number 6 and 7. After the interview, the results from it summed up with the responses from the online questionnaire.

The subjects and samples for the current research study the author considered to be all possible employees of Spa and Wellness companies. One of the main subject group were administrative managers, massage therapists, and front desk administrators. The author reckoned that these were positions which had main characteristics as of Spa and Wellness industry. The next subject group was current and previous students of the course “Master in Spa and Wellness Service Design and Management” in Pärnu college. The author considered the last subject group to be a good sample for the thesis`s first objective: what motivates them to choose the career in Spa and Wellness industry. The next big subject group was the employee of Hotel and Spa “Ararat” which is in Klaipeda, Lithuania and “Hotel Yurmala Spa” Latvia. In the stated last two companies the author had his previous and current internship. The author knew most of the samples personally and asked them to help him in involving other employees. The subjects were not limited to the above-mentioned students and company`s employee, students also helped the author to find other samples in different companies. The samples of this pilot study were selected in a way so that they best represent two type of employees- those who want to start their career in Spa and Wellness industry and those who have already work experience in the field to best meet the thesis`s second objective.

After the literature review, the secondary data was analyzed and based on the main factors for employee motivation a questionnaire was revised which would address the objective 2 and 3 of the current study. Besides the questions based on specific theoretical ideas the author devised also question based on his own experience and knowledge. Online questionnaire and semi-structured interview, based on the same questionnaire, were conducted during the research process of the current study. The questionnaire was based not only on the research of the literature review but also on thesis supervisor's suggestions and on the researcher`s own ideas. The online questionnaire was created with the help of the software "LimeSurvey" based on the online library of Tartu University. After creating the questionnaire, the system generated the link of the survey:

<https://www.ut.ee/survey/index.php?sid=42767&lang=en>

The above-generated link made it easy for the author to send the questionnaire to the subjects of the study. After submitting the filled in questionnaire by the subjects the author could see them on his personal page of Tartu University Library web page.

The questionnaire was divided into seven main groups or categories. Each group consisted of sub-questions:

Question number 1 and 2 was designed to know the respondent's gender and age group. The researcher considered that it is an important variable in identifying the motivational factors.

Question number 3 was meant to identify the existence of the respondent work experience in the Spa and Wellness field. If they answered Yes, then they proceeded to the question number 4: the duration of work experience. By question number 5 the researcher wanted to know the title of the occupation of the subjects as it might also be an important variable. To answer question 5 the author put several options to choose, and besides them, the respondents could type the title they could not find from the list offered.

Question number 6 was fully designed to meet the requirements of the Objective 2: to find out the motivational factors for choosing to work in Spa and Wellness industry. This question consisted of 14 sub questions. As it is already mentioned above each sub question derives from certain theoretical idea or the author devised it based on his own experience consulting with the supervisor.

1. Interest in the profession.

Related to theoretical idea (Beggs et al., 2008).

2. Parents wanted me to work in this field.

Related to theoretical idea (Wildman & Torres, 2002).

3. I believe I can become a manager in this field.

Related to theoretical idea (Beggs et al., 2008).

4. I could not find any other job.

Not related to any theoretical idea, author's idea.

5. The reputation of the company I want to work in.

Not related to any theoretical idea, author's idea.

6. Will gain personal health benefit.

Not related to any theoretical idea, author's idea.

7. To help people to be healthy.

Not related to any theoretical idea, author's idea.

8. Opportunity to meet new people.

Related to theoretical idea, (Porter & Umbach, 2006).

9. Opportunity to make good connections.

Related to theoretical ideas, (Mihyeon, 2009, Porter & Umbach, (2006).

10. Good pay.

Related to theoretical idea: (Wildman and Torres, 2002).

11. Due to my initial qualification/education.

Related to theoretical idea, (Beggs et al., 2008).

12. I like to make therapies, treatments, massages.

Related to theoretical ideas, (Beggs et al., 2008, Mihyeon, 2009).

13. Opportunity to work in exciting and locations.

Not related to any theoretical idea, author`s idea.

14. High demand in specialists in the field.

Related to, (Global Spa Summit, 2010).

Respondents had to rate the level of importance of the factors that motivate or motivated them to choose a career in Spa and Wellness industry by choosing the appropriate mark. The options were numbered of scale 1 to 5 which corresponded to NI = Not Important, SI = Somewhat Important, I = Important, VI = Very Important, EI = Essential Important accordingly.

Question number 7 was fully designed to meet the requirements of the Objective 3: to find out the key motivational factors for Spa and Wellness employees for better job performance. Question 7 consisted of 19 sub questions. Below are the sub-questions or factors: here again, As it is already mentioned above each sub question derives from certain theoretical idea or the author devised it based on his own experience consulting with the supervisor.

1. Good communication between employees and managers.

Related to theoretical idea, (Brymer, 1984).

2. The harmonious relationship among co-workers.

Related to theoretical idea, (Lawrence & Nitin Nohria (2002), Herzberg, (1968, 1987).

3. Team spirit.

Related to theoretical idea: Paul R. Lawrence & Nitin Nohria (2002), Herzberg, (1968, 1987).

4. Healthy competition among co-workers.

Related to theoretical idea: Lawrence & Nitin Nohria (2002), Herzberg, (1968, 1987).

5. Participation in the management decision-making.

Not related to theoretical idea

6. Monetary reward from the employers.

Related to theoretical idea: Guest, D. E. (1987).

7. Other rewards from employers.

Related to theoretical idea: Guest, D. E. (1987).

8. Equitable pay/salary among co-workers.

Related to theoretical idea: Diaz and Smith, (1989).

9. Tips from the customers.

Related to theoretical idea: Guest, D. E. (1987).

10. Good working conditions.

Related to theoretical idea: (Brymer, 1984).

11. Reasonable working hours/flexible shift.

Related to theoretical idea: Wheelhouse (1989)

12. Training programs.

Related to theoretical idea: Tanke (1990). Kasavana & Brooks, (1998).

13. Clear expectations and instructions.

Related to theoretical idea: Guest, D. E. (1987).

14. Understanding of the importance of the job.

Related to theoretical idea: Lawrence & Nitin Nohria (2002).

15. Encouraging employee`s initiations.

Related to theoretical idea: Yazdani et al.,(2011)

16. Opportunity for career growth.

Related to theoretical idea: Herzberg, (1968, 1987).

17. Employee`s discount programs.

Related to theoretical idea: Reena et al., (2009).

18. Feedback from the customers.

Not related to any idea.

19. Other benefit programs.

Related to theoretical idea: Guest, D. E. (1987).

The respondents must rate the motivational techniques they thought would be the most effective in improving personal motivation in Spa and Wellness industry by choosing the level of agreement. The options were numbered from scale 1 to 5 which corresponded to SD = Strongly Disagree, D = Disagree, N = Neutral, 4. A = Agree, SA = Strongly Agree accordingly.

After having all the responses, the author made the cross tabulation of above mentioned personal data variables with motivational factors for each objective separately. The statistical tools used in this study were the frequency counts, means, and standard deviations. Microsoft Excel was used to analyze the complete questionnaires. Frequency was used for the demographic section while means and standard deviations were calculated for the section of motivational factors. After identifying the mean for each motivational factor out of 1 to 5 point scale, the author cross-tabulated them with each respondent group. Only the data of job occupation of the respondents was not tabulated with the motivational factors. Data for job position was used to have the general notion about who was the main group of respondents regarding job occupation.

The purpose of calculating and using the standard deviation was to differentiate and classify the factors which had the same means. If the factors had the same means but different deviations then the author classified in the first place the one with the small deviation.

Before the finalizing of the questionnaire, a pilot study was conducted to improve its weakness and applicability in the content and design. The subjects for the pilot study were selected from the current and previous students of the course "Master in Spa and Wellness Service Design and Management" in Pärnu college, and also from the employees of Hotel and Spa "Ararat" which is in Klaipeda, Lithuania. After composing the questionnaire, the researcher sent it to via e-mail to 8 people asking them to fill out the questionnaire and comment on it. The first version of the questionnaire was created with the help Microsoft Word Template. After considering all the comments and weak sides of the first version the author decided to change the format of the questionnaire and created a new one with the software "LimeSurvey."

As it was stated above the subjects for the current research study the author considered to be all possible employees of Spa and Wellness companies. For online questionnaire and semi, structured interview samples were selected from the current and previous students of the course “Master in Spa and Wellness Service Design and Management” in Pärnu college, among the employees of Hotel and Spa “Ararat” which is in Klaipeda, Lithuania and “Hotel Yurmala Spa” Latvia. After the pilot test when the questionnaire was finalized, the author sent it to via e-mail to about 80 subjects beginning from 15 of March 2016. By the time of April 15, about 56 respondents replied back with filled in questionnaires.

From 01.02.2016 till 25.05.2016 the author had the internship in Hotel and Spa “Ararat” which is in Klaipeda, Lithuania where the semi-structured interview based on the online questionnaire conducted with the employees.

Some of the respondents sent the filled questionnaire back with some comments. These comments played a big role in a decision to change the format of the online questionnaire and also the questions itself. There were also some limitations identified by the researcher. The researcher took these comments and limitations for further consideration. Bellow are limitations:

- The researcher could not involve as many respondents as at least 100 people to make it easy for statistical calculation.
- due to a limitation of financial resource the research part of the study was conducted mainly by online questionnaire involving the not wide cycle of samples.
- Due to the limitation of time for doing the final research, the author had to conduct the survey in the compressed time frame.

While starting the main research part, the author did not have enough knowledge in statistics.

3.2. Data analysis

Out of all 70 respondents, 53 were females, and 17 were males. 62 respondents were Massage therapists, facial therapists, and front desk administrators. Four respondents indicated to be Spa managers, and 4 indicated to be working in the market department.

Out of 53 female three respondents belonged to 18-24 age group, 11 to 25-34, 10 to 35-44 and seven respondents indicated to belong 45 and more age groups accordingly.

Out of 53 females, 13 respondents had 0-3 years of work experience who belonged to mostly 18-24 years age group. 40 female respondents indicated to have four and more years of work experience who had 25 and more years of age. Thus no respondent indicated not to have work experience in Spa and Wellness industry (see Table 2).

Table 2. Analyze on female respondents` age group and work experience

years	Age group				Work experience	
	18-24	25-34	35-44	44-more	0-3	4 and more
Respondents	3	11	10	7	13	40

Out of 17 male respondents four indicated to be a between 18-24 year old, five indicated to be between 25-34, five indicated to be between 35-44, 3 indicated 45 and more age groups. Out of 17 male respondents, seven chose 0-3 years of work experience. 10 respondents chose four and more years of work experience (see Table 3).

Table 3. Analyze on male respondents` age group and work experience

Years	Age group				Work experience	
	18-24	25-34	35-44	44-more	0-3	4 and more
Respondents	4	5	5	3	7	10

After having analyzed the results on respondents` gender, age group, work experience, and means of responses to question six on one to five scale answer choices, a cross tabulation with each of these results were done to reach the requirement of the Objective 2. Firstly, the results for all respondents, no matter gender, age group and work experience, was analyzed. Then the author compared the results of two gender groups, then within four age groups and within two groups of work experience. The aim of the comparison within each group was not only to see differences within each group but also to have deep insight on the issue. By comparing all these groups within each other the author aimed at to better meet the requirements for the Objective 2. It is worth to mention that the initial aim of the objective 2 is not go to the details concerning the respondents

age, gender or work experience, but to give an over all insight about the objective 2 (see Table 4).

Table 4. Data analyze of all respondents for question 6

Factors	Means	Standard deviation
High demand in specialists in the field	4,14	0,90
Interest in the profession	4,11	0,78
I believe I can become a manager in this field	4,00	0,94
I like to make therapies, treatments, massages	3,39	0,85
Good pay	3,32	0,69
Will gain personal health benefit	3,17	0,63
To help people to be healthy	3,08	0,87
Opportunity to work in exciting and exotic locations	2,97	1,17
Due to my initial qualification/education	2,17	0,38
Opportunity to make good connections	1,65	0,88
I could not find any other job	1,61	0,55
Opportunity to meet new people	1,56	0,67
Reputation of the company I want to work in	1,28	0,54
Parents wanted me to work in this field	1,13	0,34

Thus, from Table 4, which show analysis for all responses together, we see that the first 3 highest means stands for the following factors accordingly: "high demand in the profession," "interest in the profession" and "I believe I can become a manager in this field." Then for the 4th, 5th and 6th places stand factors such as "I like to make therapies, treatments, massages," "good pay" and "will gain personal health benefit." In the last two places stands factors such as "Reputation of the company I want to work in", here it is worth to mention that this question was the author`s choice. The answer "parents wanted me to work in this field" stands for the last place.

After having all the results in hand, the author tried to compare the difference in results from male and female respondents trying to study gender preferences in this issue (see Figure 1 and Figure 2).



Figure 1. Data analysis of males` responses

Here it is worth to mention and take into consideration that male respondents were much less than female respondents.



Figure 2. Data analysis of females` responses

The motivational factor such as “high demand in the profession” for females` responses stands for the 1st place whereas the same motivational factor for males` responses stands for the 3rd. In general, in both Figures 1 and 2, we see that again as in general analysis the first three highest means stands for the following factors: "high demand in the

profession," "interest in the profession" and "I believe I can become a manager in this field." It is worth to mention that in the 4th place female respondents chose good pay whereas male respondents chose "I like to make massages treatments and therapies".

Comparison of age groups analysis

18-24 years old respondents were mostly present or recently graduated students who mostly had the internship as a work experience. 25-34 years old respondents were the people who had more than three years of work experience and who were definite in their career choice. This age group consisted mostly of managers and massage therapists

Factor such as " I believe I can be manager in this field" stands for the first place for 18-24 years age group, while factor "interest in the profession" is the first for 25-34 years and 45 and more age groups, "High demand in the profession" for 35-44 years age group. For the second place stand factors: "interest in the profession" for group 18-24, " High demand in the profession" for 25-34 and 45 and more, "interest in the profession" for 35-44: It is worth to write about it that only for the age group 18-24 factor "opportunity to work in exciting locations" stand for the 3rd place as it may not look very strange.

Comparison of analysis of groups on work experience

The author also tried to analyze the difference of the results regarding the job experience. It is worth to mention that that respondents with work experience of 0-3 years were much less than those who had four and more years experience. Respondents with 0-3 year of work experience were mostly current students.

For both groups on the first three places stand factors such as "High demand in the profession," "Interest in the profession" and "I believe I can become a manager in this field.". It is worth to not that for the group 0-3 year the first factor is "I believe I can become a manager in this field" but for the group 4and more years the first factor stands "High demand in the profession."

For the Objective 3 the same type of data analysis was conducted as was done for the Objective 2: After having analyzed the results on respondents` gender, age group, work experience, and means of responses to question seven were given with one to five scale

answer choices, a cross tabulation with each of these results were done to give a better insight for the Objective 3. Here again, as for objective 2, the results for all respondents, no matter gender, age group and work experience, was analyzed. Then the author compared the results of two gender groups, four age groups and two groups of work experience. The aim of the comparison within each group was to see differences not only within each group but also to have deep insight on the issue. By comparing all these groups with and within each other the author aimed to better meet the requirements for the Objective 3. (see Table 5).

Table 5. Data analyze of all respondents for question 7

Factors	Means	Standard Deviation
Good working conditions	4,18	0,78
Feedback from the customers	4,18	0,80
Opportunity for career growth	4,08	0,71
Reasonable working hours/flexible shift	3,94	0,77
Understanding of the importance of the job	3,77	1,20
Other rewards from employers	3,32	0,65
Monetary reward from the employers	3,23	0,81
Other benefit programs	3,06	0,88
Team spirit	2,94	0,75
Encouraging employee`s initiations	2,87	1,28
Clear expectations and instructions	2,46	0,91
Participation in the management decision-making	2,32	1,07
Good communication between employees and managers	2,25	0,97
Tips from the customers	2,08	1,05
Harmonious relationship among co-workers	2,01	0,73
Employee`s discount programs	2,01	0,67
Healthy competition among co-workers	1,75	0,67
Equitable pay/salary among co-workers	1,72	0,70
Training programs	1,68	0,77

Thus, from Table 5 we can see that the first three motivational factors for Spa and Wellness employees for better performance are "Good working conditions," "Feedback from the customers" and "Opportunity for career growth." It is worth to mention that the first two factors have the same means but different standard deviations, hence the author classified them according to their deviation: small deviation means stability in the answer choice.

After having all the results in hand, the author tried to compare the difference in results from male and female respondents trying to study gender preferences in this issue. The author decide to show only the result of gender groups in charts since he considers it would be overloaded to show all the results in charts. The other results such as age group and work experience have almost the same results such as gender group. For this three groups the author will describe only the first and the last three answers choices (see Figure 3 and Figure 4).

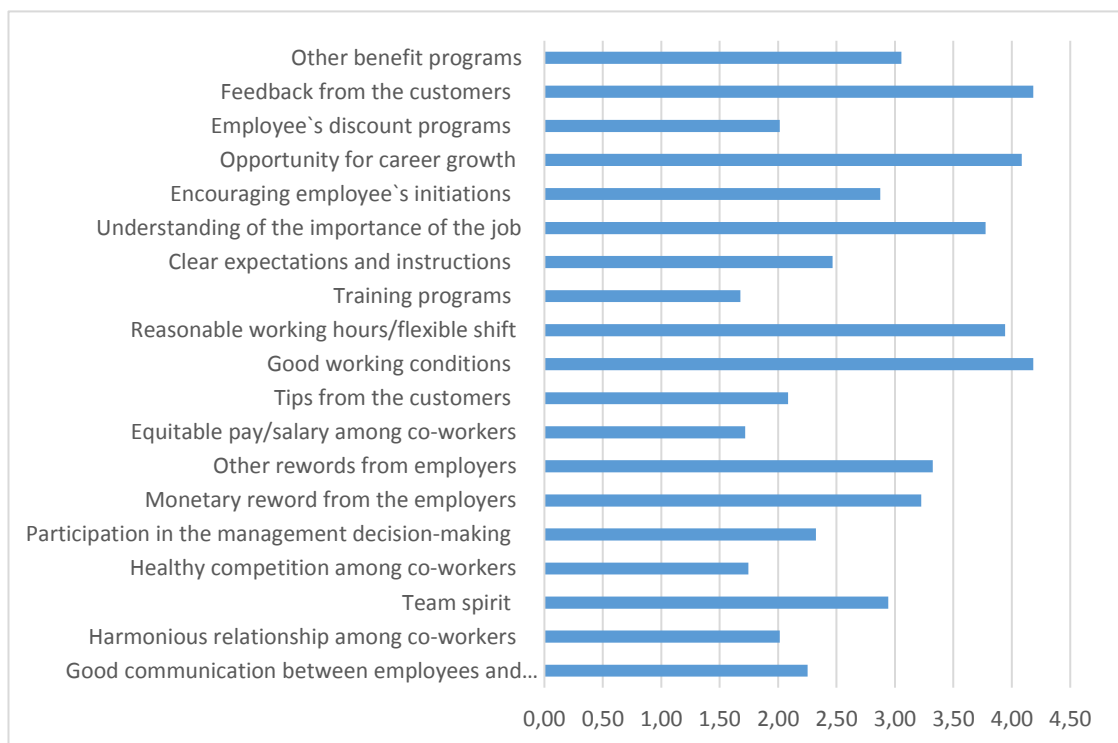


Figure 3. Data analysis of males` responses

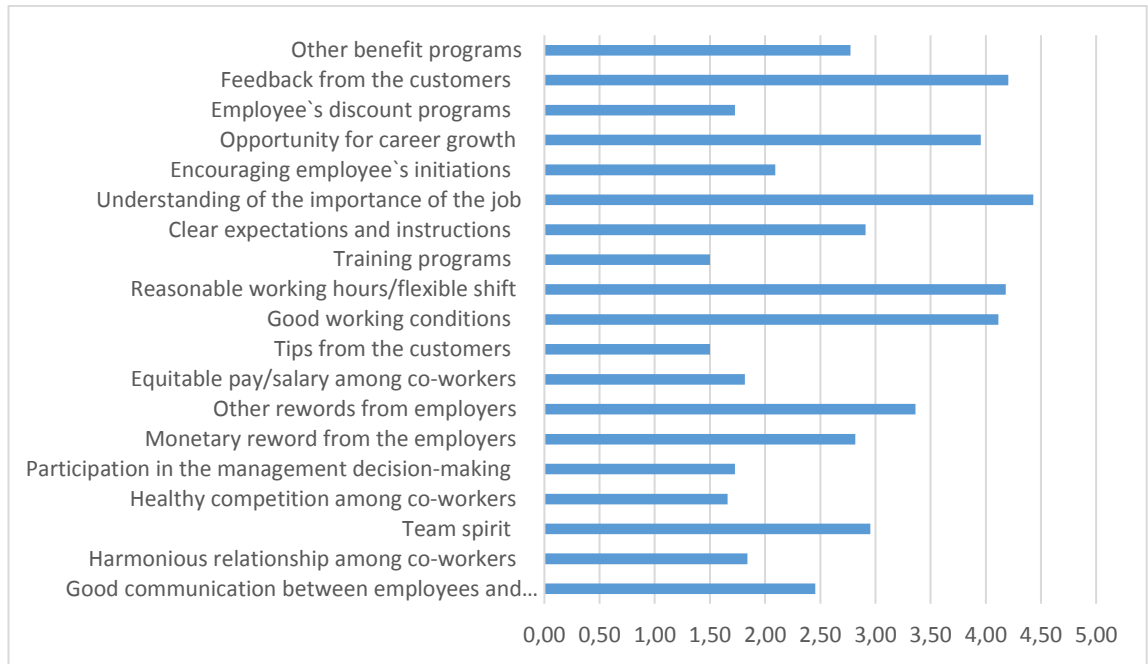


Figure 4. Data analysis of females` responses

From Figure 3 and Figure 4 we see the differences in preferences among gender groups. For the male respondents the first three factors for better performance are “Good working conditions” “Opportunity for career growth” and “Feedback from customers” whereas for female respondents in the first three places stand “understanding of the importance of the job”, “Feedback from the customers” and “Reasonable working hours”. It is worth also to mention the huge difference in the results of the factor "Encouraging employees personal motivation” between two genders. For males` it stands for the 4th, but for the female, it stands for 12th places.

Comparison of age groups analysis

As it is already mentioned before, 18-24 years old respondents were mostly present or recently graduated students who mostly had the internship as a work experience. 25-34 years old respondents were the people who had more than 3 years of work experience and who were definite in their career choice. This age group consisted mostly of managers and massage therapists.

For the age group 18-24 the strongest motivational factor is “Feedback from the customer”. For the second place stands “Good working conditions”. And for the third place stands motivational factor “Opportunity for career growth”.

For the age group 25-34 years old in the first place stands factor “Good working conditions”. In the second place stands factor “Opportunity for career growth” . One the third place stand factor “Feedback from the customers”.

For the last age group 35-44 the preferences stands as for the age 24-34. Thus, we can conclude that for all age groups the main three factors are "Feedback from the customers," "Opportunity for career growth" and "Good working conditions. "But there is one exception for age group 45 and more: factor such as "Opportunity for career growth" they rated for 9th. Instead, they rated for “Reasonable working hours/shift”.

For the last three places stands “training programs”, “equitable pay among co-workers” and “employees discount programs”.

Comparison of analysis of work experience groups

For the employees with the working condition of 0-3 year the motivational factor stands following way: first preference: “Opportunity for career growth”, for the second place stands factor “Feedback from the customers”, third place stand factor “reasonable working hours”. Here it is worth to mention that for the last three places stands factors- “healthy competition among co-workers”, “equity pay” and “training programs”.

For employees with 4 and more years of work experience, the order of main factors stands like this: “Good working conditions” “feedback from the customers” and “opportunity for career growth”. The least preferred factors for the age group 4 and more stands factors “healthy competition among co-workers”, “harmonious relations among co-workers” and “training programs”.

4. RESULTS AND DISCUSSIONS

As it was stated already, it was challenging to undertake research on understanding human behavior because people are different from each other. On top of that, people often behave differently in different circumstances. Human behaviors are unpredictable, they frequently change their mood based on the situation and circumstances.

According to Wahyuni (2012) to understand the social world from the experiences and subjective meanings that people attach to it, Interpretivistic's researchers favor interacting and having a dialogue with the studied participants. Similarly, this thesis research also used secondary data collection (mostly from literature review), online questionnaire and semi-structured interview based on the online questionnaire.

In spite of the fact that people have different perceptions, and that the seperceptions are subjective, therefore, the author tried to understand and spread light on the issue such as Spa and Wellness employees motivation and perceptions from different perspectives. At the same time, the author acknowledges that there are no absolute right and wrong perceptions, and there are no solid truths on this issue. After having analyzed the theoretical information regarding the employees motivation, which is the one of the objectives of current paper, the author tried to devise questions which have a direct or in direct link with certain theoretical ideas. With help of these questions the author wanted to understand which motivational techniques could better work in spa and wellness industry. Although all the results can be found in the previous chapter, bellow it is presented and described the most and least important ones.

Objective 2: (Motivational factors behind the decision of choosing the career in Spa and Wellness industry)

From the results of data analysis of online questionnaire and semi-structured interview, we can conclude that the main motivational factors for all respondents to choose working in Spa and wellness industry, not considering respondents` gender, age, and work

experience, was "high demand in the profession." This factor once again comes to prove the fact that Spa and became the third most used services or means for enhancing or maintaining health globally, (Global Spa Summit, 2010)

Data analysis showed that the factor "high demand in the profession" is mostly important for female respondent, but for male respondents, the most important factor was that they believe they could be managers in this field. It means that the theoretical idea such as high earning, benefits, and opportunities for career growth are considered to be important aspects for many young people, (Beggs et al., 2008), is applicable for men when it comes to choose career in spa and wellness industry

There is the slight difference in motivational factors of experience groups: employees with 0-3 years and four years and more. The first group is motivated by the interest in the profession which related with the theoretical idea of Beggs et al., (2008) "Sometimes interest in the field can be very important for people. It is not difficult for people to know what they want to do in life". Employees with 4 and more years of work experience prone to this motivation a little bit less.

The second factor for the Objective 2 for all participants, not taking into consideration any group category, was "Interest in the profession." Maybe the reason behind this factor stands facts that as there is great demand for professionals in this field and also wellness industry is really new for many countries and peoples, hence they want to try self-actualize in this field.

This factor did not stand in the second place for the male respondents also for the age group of 18-34 years old. Instead, they chose factor such as "I believe I can be the manager in this field." And for all other groups, it goes for the same way as well.

The third main motivational factor was that employees see and believe themselves to be future managers of the Spa and Wellness companies. So, we see that the theoretical idea of Beggs et al., (2008) is the next factor which keeps the employees to work there and for them it is very important to have the opportunity for career growth. The same way is not for the groups of 18-24 years old who preferred "Opportunity to work in exotic locations." which was the author`s idea.

The next factor for which motivates employees to start and keep working in this field was that they like their job. They like to make therapies, treatments, massages, etc. This idea belonged to Beggs et al., (2008): “When people choose a major the factor “match with interest” stands above job characteristics, major attributes, and psychological and social benefits in importance This factor did not have much motivational meaning for employees of 18-24 years old.

It is very interesting to notice that financial aspect stands for the 5th place as a motivational factor to choose this career. It means that the theoretical idea that many people believe that economic stability is a key to living a comfortable lifestyle they need to have. When these people want to choose a profession or a career path for them, they are looking for the higher salary jobs, (Wildman and Torres, 2002), does not work well for spa and wellness employee to choose their career.

Data analysis also showed that the least motivational factors were parental or friends` advice which related to the idea of Wildman & Torres, (2002). the factor such as “reputation of the company they want to work for” was the author`s choice which appeared not to be applicable for spa and wellness employees.

Objective 3: (Motivational factors that can be applied in motivating Spa and Wellness employees to perform better)

From the Table 4 we can see results and analysis for the question seven which addressed to the Objective 3. Looking through them we can postulate that the best motivational factors for Spa and Wellness employees to perform better are good working conditions and feedback from the customers, these two factors had the same mean but different standard deviation. A small deviation in the answers meant more people prone to that particular answer. Thus choices for the option “Good working condition” had smaller deviation. It means the theoretical ideas such as “Poor working conditions cause the hospitality industry to have a bad image and makes it difficult to find and retain good staff, (Guerrier, 1999). The organizations, which provide a positive work environment will positively direct to increase individual`s productivity with resultant positive impacts upon profits (Brymer, 1984)”, applicable to spa and wellness industry.

It is worth to mention that for female respondents the first two motivational factors are understanding of the importance of the job and feedback from the customers. The second factor was the author idea and first factor relates to the theoretical ideas by Lawrence & Nitin Nohria (2002). The same order stands for all respondent groups. As a general or combined answer on the third place stands factor "Opportunity for career growth." This relates to Herzberg (1968, 1987) "real motivation is only reached when a self-growth is experienced, which can only be satisfied through work enrichment and team work".

On the same time, this option stands on the 1st place for male and on the 4th for female respondents. The place for this factor varies from 1st to 4th places for different category groups.

The least three important factors for all category groups are "Healthy competition among co-workers," "Equitable pay/salary among co-workers" and "Training programs". Which related to the theoretical ideas by Lawrence & Nitin Nohria (2002), Diaz and Smith, (1989), (Kasavana & Brooks, 1998). Thus we see that not all theoretical ideas well applicable to spa and wellness industry.

CONCLUSION

As it has already been stated for many times human resources are one of the fundamental and important resources for any company. In other words, people are a valuable resource for most organizations, but in service-based organizations, in particular, it is the human resources (i.e. people) that represent the critical factor in delivering successful performance. If human resources represent the critical factor in delivering successful performance, then motivation lies at the core of human resource performance.

To hire the appropriate employees and motivate them is the responsibility of supervisors and managers. The effective managers must have the ability to know their employees' real motivational drives, to motivate subordinates to perform good jobs or be productive, to achieve their goals, and also to attain organizational objectives. The managers of Spa and Wellness industry need to know the job applicant's real motivational drives to hire and maintain the good employee. Taking into consideration the results of data analysis of current study we see that the following theoretical assumptions are most applicable to spa and wellness sector. The author also postulated that the managers, human resource department should consider and develop the following factors in hiring and motivating their staff and responding to the employees' needs:

Thus, the initial drive for people to start to work in spa and wellness sector is their interest to the profession, they like to do massages and other treatments, opportunity for career grow and the growing demand for good specialist in the field. From this the author postulated that hiring an employee the managers should highly consider the above mentioned factors as a real motivational factor of the person to apply for the very job position. The managers should hire the person who's interest in the field and desire in career growth is much higher.

From the results of objective the author postulated that in order to better motivate the spa and wellness employees the managers should provide good working conditions,

environment or organizational climate, which will allow the employee always to consider their jobs more interesting and challenging.

The managers must create a facilities or environment so that the clients can leave their positive feedback since it is very important for motivating the employees. Managers also should give their feedback to the employees.

Managers should promote the employee who has a good job performance or productivity since people want to grow and advance in their jobs.

The management must appropriately value the importance of rewarding for good job performance/productivity. They must provide the appropriate reward system to the entire organization.

The management must understand that monetary reward is not always the best motivational technique. On the other hand, they must think about the effective rewards such as recognition, promotion, vacation time, fringe benefits.

During the process of the current study, many new topics or ideas emerged to be found out as objectives for new researchers or studies. Despite the fact, the author did his best to deeply study the phenomena Spa and Wellness employee motivation, but due to study limitation factors and author`s not being experienced in making research study still, a lot has to be done to fully achieve the objectives of the current study. For example, the same study can be conducted with much more sample selections, including the wide range of spa employees with different continents.

Further study can be done taking into consideration not only employees gender, age group and work experience but also the educational background, nationality and other factors that can affect employee`s motivation.

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KOKKUVÕTE

Kriitiline analüüs töötaja motiveerituse kohta spa ja heaolu tööstuses

Norayr Hakhverdyan

Juhtide üks peamisi väljakutseid tänapäeva turismisektoris, aga eriti spa- ja heaolusektoris on kompetentsete töötajate värbamine, nende motiveerimine pakkumaks külalistele suurepärast ja efektiivset teenust ning samal ajal ettevõtte kasumlikkuse tõstmine. Käesolev magistritöö “Spa- ja heaolusektori töötajate motivatsiooni kriitiline analüüs” on koostatud, et aidata selle sektori juhtidel parandada teenuse kvaliteeti. Töö eesmärgi saavutamiseks uuris autor peamised just nimetatud valdkonnale omased faktorid mis motiveerivad inimesi spa- ja heaolu ettevõtetes töötama ning kuidas on võimalik selle valdkonna töötajaid veelgi motiveerida.

Töö esimeseks eesmärgiks on uurida, miks inimesed otsustavad töötada spa- ja heaolusektoris. Selle eesmärgiga seotud uurimisküsimus püüab välja selgitada, missugused motivaatorid seisavad otsuse taga töötada spa- ja heaolutööstuses.

Teiseks eesmärgiks on uurida, millised tegurid motiveerivad spa- ja heaolutöötajaid paremini töötama. Selle eesmärgiga seotud uurimisküsimus uurib erinevaid töötajate motiveerimise tehnikad, mis eksisteerivad nii teoorias kui praktikas ning püüab aru saada, millised neist lähenemistest on sobilikemad spa- ja heaolutööstuses kasutamiseks.

Töö teoreetilises osas kirjeldab autor esmalt motivatsiooni üldist olemust, selle olulisust, kõiki asjakohaseid töölase motivatsiooni teooriaid ning karjäärivalikuid mõjutavaid tegureid. Autor peab samuti oluliseks anda lühike ülevaade spa- ja heaolutööstusest.

Kuna inimesteelarvamused, uskumused ja motivaatorid mängivad käesoleva magistritöö lõpptulemustes olulist rolli, kasutab autor interpretivistlikku lähenemist, et vältida töö

kallutatust ning juhtida see õiges suunas. Andmete kogumiseks kasutas autor sekundaarseid allikaid (peamiselt kirjanduse ülevaade), veebipõhist küsimustikku ja selle põhjal koostatud poolstruktureeritud intervjuud.

Uuringu tulemused näitasid, et kolm peamist motivaatorit spa- ja heaolusektoris töötamiseks on: “suur nõudlus nimetatud ametialal”, “huvi ametikoha vastu” ning “usun, et võin olla spa- ja heaolutööstuses juhtival ametikohal”.

Samuti selgus uuringus, et peamised faktorid mis panevad inimesi antud valdkonnas paremini töötama, on: “head töötingimused”, “klientide tagasiside” ning “võimalus tööalaseks arenguks”.

Peale mõlema uurimisküsimuse tulemuste analüüsimist toob autor valdkonna juhtidele välja järgnevad järeldused ja soovitused: ettevõtte juhtkond peaks looma töökeskkonna, mis võimaldab töötajatel näha oma tööd huvitava ja väljakutsavana. Juhid peaksid edutama töötajat, kellel on head töötulemused, sest inimestel on soov oma töös areneda ja edasi liikuda. Juhtkond peaks looma töötingimused mis vallandavad nende energia ja oskused ning suurendavad nende individuaalset töövõimekust. Tööandja peab looma aktsepteeriva, kindlust sisendava ning usaldusliku töökeskkonna ning olema oma töötajate suhtes avatud.

Vaatamata sellele, et autor annab endast parima, et uurida sügavuti spa- ja heaolu valdkonna töötajate motivatsiooni fenomeni, tuleb sellegipoolest teha veel palju uurimusi, et antud töö eesmärged täielikult saavutada. Tulevastes uurimustöodes võib töötajate motivatsiooni uurimiseks vaatluse alla võtta mitte ainult töötajate soo, vanusegrupi ja töökogemuse vaid ka haridusliku tausta, rahvuse ning muud faktorid, mis võivad töötaja motivatsiooni mõjutada.

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