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NON-MATERIAL MOTIVATION STRATEGIES OF HEALTH SECTOR

Received: November 3, 2020

Accepted: November 30, 2020

<https://doi.org/10.46458/27121097.2020.26.165>

Review

Abstract

After finding the appropriate people, the task of human resource management is to make them able to work successfully together. In the health care sector and other sectors alike, employee motivation is not only an area of psychological and sociological issues of work and work behavior, but behavior is also directed towards a goal that instigates needs in a person and the goal is to meet these needs. For this reason, many non-material strategies, such as job design, management style, participation, management by objectives, flexible working hours, recognition and feedback, organizational culture, training and career development and others, have been developed, forming a complete motivation system together with material strategies. Managers can influence the motivation of employees in the health care and other sectors in different ways and in different directions. Therefore, the manager's approach is primarily based on the concept of person, their nature and motivation. These stand as the basis for the development and application of specific organizational and managerial solutions.

The subject of this paper is exploration and identification of strategies of non-material motivation of physicians and medical staff in Mostar. The objective of the survey is to explore the possibilities of improving the system of non-material motivation in the health care sector and to identify the methods of non-material motivation that can be applied in the management of medical staff. The survey was conducted on a sample consisting of medical staff in the city of Mostar and it included 79 respondents. The survey of staff opinions was implemented directly by a questionnaire or via Google survey form. The main conclusion of the survey was that the material motivators are the basis of motivational policies in any system. However, each system must direct its strategic activities towards development and application of various non-material motivational strategies. The results obtained by questionnaires were processed using the MS Excel and SPSS software tools. Average values, as well as median and standard deviation values, were calculated and analyzed for each statement. Key recommendations for the development of an integrated non-material motivational strategy for medical staff were finally defined upon measuring the significance of each of the proposed non-material motivational strategies.

Keywords: *human resources management, employee motivation, strategies of non-material motivation, strategies of material motivation, health sector, motivational strategies of health workers.*

JEL: *J32, J50*

1. INTRODUCTION

After finding the “right people”, the basic task of human resource management is to enable them to successfully work together, to cope with the challenges posed to them and make their strengths effective and their weaknesses irrelevant. In the health care sector and other sectors alike, employee motivation is not only an area of psychological and sociological issues of work and work behavior, but behavior is directed towards a goal that instigates needs in a person, and the goal is to meet those needs. A particular person’s behavior is caused by the internal psychological drivers that force them to perform a particular activity. Therefore, the performance of the individual depends not only on their ability but also on the motivation itself.

Many non-material strategies, such as job design, management style, participation, management by objectives, flexible working hours, recognition and feedback, organizational culture, training and career development, and others, have been developed, forming a complete motivation system together with material

strategies. As management and motivation are related and intertwined, managers can influence the motivation of employees in the health care and other sectors in different ways and in different directions, increasing or perhaps decreasing it.

The main objective of the survey was to identify areas and techniques of non-material motivation that can be used in the management of medical staff.

The reason of the focus of the research of non-material motivators laid in the fact that these motivators are often not given the importance and are therefore left without sufficient attention that is not good. Motivational system that aspires to be wholesome and of good quality must integrate correctly designed non-material motivators along with the material ones.

Additional objectives of the study:

1. To explore the perception and attitudes of medical staff on non-material motivation techniques used in the management of medical staff,
2. To define the most important non-material employee motivation factors that can be used in the management of hospitals and health care facilities.

This survey analyzed the most important non-material motivators of medical staff: non-material motivators related to work and workplace (work and job design, approaches to job design, job enrichment), managers' activities in non-material motivation of employees (employee participation in decision making, forms of participation and effects of employee participation), flexible forms of working hours (flexible working hours, other alternative forms of working hours), and other non-material medical staff motivation strategies (recognition of success, feedback, organizational culture, motivation and self-motivation).

The structure of research or work consisted of the following parts: introduction, theoretical views of invisible strategy motivation, review of research results, concluding remarks and list of references.

The purpose of the study was to analyze the motivation system and strategies used in the management of medical staff in Mostar with special reference to non-material motivation strategies. The results that were obtained by this survey can be used in defining future strategies for material and non-material motivation of medical staff in the management of hospitals and health care facilities.

2. NON-MATERIAL MOTIVATION STRATEGIES

It can be said that salary is the oldest and universal factor of work motivation. Salary, i.e., money is as equally important to those who have it and to those who do not have enough of it. Regarding this, it was important to understand that people wanted their diverse needs to be met and not just the existential ones or ones of material standard. These are the so-called higher-order needs, development and acknowledgement of one's own competences, work autonomy, respect and status. We could distinguish non-material strategies such as job design, employee participation, management by objectives, recognition, improvement, career development, etc.¹

Designing a job represents an important component, because the attitudes towards the job they perform affect work motivation. Redesigning a job is aimed at making the job more desirable, challenging, and interesting to the employee. This affects the motivation of the employee, but also the whole life of the employee, because such psychological effects often affect the outside, non-business life of the employee. Routine and repetitive jobs are a major obstacle to motivation to work.² There are two approaches to job design that are still in use today, the specialization approach and the motivation approach. In the motivational concept, the starting point is intense motivation, which is the exact opposite to specialization. It is an approach that gives more freedom to the worker, thus achieving less fluctuation, absenteeism, and higher productivity and job satisfaction. In Taylor's specialization concept of work effectiveness, there is an idea that greater division of work and narrow specialization are better because they lead to greater productivity and better control of employees. This approach reduces the work to fragmentation of the number of tasks, and this is exactly how the incidence of employee apathy, lack of interest, fluctuation and absence of motivation occur more frequently. Two approaches are based on these insights. The first approach is to reduce the motivation negativity in specialized jobs by rotating and expanding the work. The second approach is to increase the motivating potential by enriching the work. Theoretic foundations of work enriching are explained in Hackman-Oldham model. The Hackman and Oldham model presents the key dimensions related to motivating potential: skill variety, task identity and integrity, feedback, autonomy, and task significance. The employee experiences the meaning of the job that they are performing, responsibility for work results, etc. Hackman, with his colleagues, confirmed the positive effect of increasing

¹ Buble, M. (2006): Menadžment, University of Split, Split, p. 455.

² Bahtijarević-Šiber, F. (1999): Management ljudskih potencijala, Golden marketing, Zagreb, p. 669.

motivation potential: it increases the amount of work done, decreases error rates, considerably reduces absenteeism, improves attitudes toward work, and has an effect on personal development.³

Management and motivation are directly related. Managers influence the strategy and decide on the motivation strategy. Managers generally influence employees and are decisive in their motivation. Managers' task is to design the job therefore giving meaningful and challenging tasks, with goals that must be clearly specified. Their responsibility is also to provide working conditions and encourage high-quality task performance. The human resources approach begins from the image of a complex self-actualizing person.⁴

Employee participation is the participation of employees in the organization in the process of making decisions on important aspects of the work. By solving different problems, their potential is used to achieve organizational goals. The objective of participation is to increase interest and achieve greater employee involvement. This form of performance encouragement is developed as part of changes in management. Research shows that these goals are achieved and that the companies using them have significant effects:⁵ reduction of costs (56.7%); productivity improvement (50%); increase in the number of proposals for productivity improvement (48.2%), reducing errors in work operations (24.1%); improvement in interpersonal relationships (27.8%); increase in technical knowledge (16.9%); self-development through group motivation (16.9%) and improvement in motivation to work (15.7%).

Management by objectives is a managerial approach to goal setting in an organization that develops through collaboration of managers and employees.⁶ It is one of the most effective motivation strategies. Management by objectives is a practical application of Locke's goal setting theory.

Flexible working hours first used in Europe, are suitable for professional and managerial jobs, and are less appropriate for manufacturing and industrial jobs. There are several types of flexible working hours:⁷ determining the time when everyone should be at work, determining the period in which one can come and go from work, fulfilling the required working hours within the work week at one's discretion, reduced work week and work from home.

³ Hackman, R. J., *Ibid*, p. 129

⁴ Schein, E.H. (1965): *Organizational psychology*, Englewood Cliffs, Prentice Hall, p. 60.

⁵ Hayashi, M. (1983): *The Japanese style of small groups QC activity*, Research papers, No. 2, The Institute of business research, Chuo University, Tokyo, p. 6.

⁶ Mullins, L.J. (2005): *Management and organizational behavior*, 7th edition, Prentice Hall, UK., p. 249.

⁷ Bahtijarević-Šiber, F. (1999): *Management ljudskih potencijala*, Golden marketing, Zagreb, p. 700.

Other non-material strategies used to motivate employees are employee performance valuation, organizational culture, motivation and self-motivation.

3. RESEARCH METHODOLOGY AND DATA COLLECTION

This survey analysed the attitudes and opinions of medical staff on strategies, methods and techniques of non-material motivation in a specific period. The survey was conducted on a sample consisting of medical staff in the city of Mostar. Seventy-nine respondents or medical staff in Mostar participated in the survey. The survey was conducted between June and August of 2019. The results obtained by questionnaires were processed using the MS Excel and SPSS software tools. This survey identified and analyzed key strategies for non-material motivation of medical staff at University Clinical Hospital of Mostar. The importance of each of the proposed non-material motivation strategies was measured and key recommendations for the development of an integrated strategy for non-material motivation of medical staff were finally defined.

This paper considers material and non-material motivation strategies, taking into account further findings that show employee motivation strategy is always a combination of material and non-material, as well as that motivation strategy is the basis for implementing all organizational changes.⁸ Overall motivation strategies include multiple related tangible and non-material motivation strategies.⁹ Successful motivation strategies create a combination of existing material and non-material motivation strategies.¹⁰ This research exhibited and evaluated existing motivation strategies for healthcare professionals and suggested the development of an effective motivation strategy for the health sector. A small number of the research dealt with non-material motivation strategies. Therefore, we have taken surveys from different fields for comparison purposes.

4. SURVEY RESULTS

The survey was conducted on 79 health care employees by means of questionnaire. The survey of employee opinions was conducted directly or by using a google survey form, after which the data were processed and presented in this paper.

⁸ Omazić, M.A.; Vlahov, R.D.; Klindžić M. (2011): The Role Of Material And Non-Material Rewards In Reducing Barriers To Change Acceptance, International Conference on Economics, Business and Management, IPEDR vol.2, IT Press IAC S, Manila, Philippines, p. 10-14

⁹ Erceg, A.; Šuljug, E. (2016); How corporations motivate their employees – Hrvatski telekom example, *Pravni Vjesnik GOD. 32 BR. 2*, p. 85-101

¹⁰ Grynko, T.; Krupskiy, O.; Koshevyi, M.; Maximchuk, O.: Modern Concepts of Financial and Non-Financial Motivation of Service Industries Staff, *Journal of Advanced Research in Law and Economics; Craiova Vol. 8, Iss. 4(26)*, p. 1100-1112.

Table 1. Gender and age structure of respondents

	respondents	number	%
Gender of respondents	male	20	25.32%
	female	59	74.68%
Age of respondents	18 – 29 years	20	25.32%
	30 – 41 years	40	50.63%
	42 – 53 years	8	10.13%
	54 – 65 years	11	13.92%

Source: The survey

Majority of the respondents, or approximately 75% of the total surveyed employees, were women, employed as physicians, nurses or other medical staff. With respect to the age structure of employees, employees up to 41 years of age were predominant. A total of 60 persons were in the age group of up to 41 years, where the majority of employees were in the range from 30 to 41 years of age.

Table 2. Education level, work position and experience of respondents

	respondents	number	%
Education level of respondents	secondary education	20	25.32%
	two-year college	0	0.00%
	bachelor's degree	31	39.24%
	MSc or PhD in medical sciences	28	35.44%
Work position of respondents	Head of the Clinic / Deputy Head / Head of Department at the Clinic	14	17.72%
	specialist	11	13.92%
	resident	9	11.39%
	nurse/ technician at the Department	28	35.44%
	nurse / technician in the Office/ Outpatient's Facility	6	7.59%
	head nurse of the Clinic/Section/ Office	11	13.92%

Source: The survey

In regards to the educational structure of employees, they consisted predominantly of persons with a bachelor's degree or a master's degree, or a doctorate in science (59 respondents). Considering the nature of work and in regards of the work position and jobs that the respondents perform, most of them were nurses and physicians with different statuses. All respondents who participated in the survey were full-time or permanent employees. In regards to respondents' experience in performing managerial duties the situation was divided. Approximately 50% of respondents have had experience in performing managerial duties, while 50% of respondents have not had any experience in performing managerial duties. Such a distribution was expected and interesting from the aspect of the survey because it was possible to see the viewpoints of both sides in defining the results related to the subject of the survey.

4.2. Personal motivators and personal motivation policy in the current work position

To determine personal motivators and personal policies, respondents were offered 10 statements with which they expressed the level of their agreement or disagreement. A Likert scale from 1 to 5 was used to measure this intensity of agreement or disagreement, where 1 represented complete disagreement and 5 represented complete agreement with the given statement (1 - strongly disagree; 2 - mostly disagree; 3 - neither agree nor disagree; 4 - mostly agree; 5 - strongly agree). The attitudes of the physicians and nurses were analysed for each statement.

Table 3 shows a set of material and non-material motivators, and the main objective of this part of the survey was to establish the actual motivators of the employees. Thereupon, the average score for all statements for physicians was determined. Median value and standard deviation for each particular statement are shown in Table 3.

Table 3. Motivation policy in the current workplace

No.	Statement	Total average for each statement	Median	Standard deviation
1	I find the job I perform challenging and interesting.	4.14	5.00	1.11
2	The job I perform is very responsible.	4.89	5.00	0.42
3	The job I perform gives me enough autonomy and freedom.	3.39	4.00	1.17
4	I am adequately paid for the job I perform.	2.07	2.00	1.18
5	Salary and material compensation are the most important motivators to me.	2.82	3.00	1.16
6	I would change jobs for a higher salary if I were not satisfied with working conditions (other working conditions).	3.54	3.50	1.10
7	I would change jobs with the same salary but for better working conditions.	3.93	4.00	0.98
8	Non-material motivators can never be more important to me than material motivators can.	3.07	3.00	1.02
9	On the job I perform, there is a recognizable system of material motivation of employees.	3.18	3.00	1.19
10	On the job I perform, there is a recognizable system of non-material motivation of employees (other working conditions).	2.96	3.00	0.84

Source: The survey

The overall average score for all statements for all employees was 3.4, with Statement 1 and Statement 2 having the highest average score (the job is challenging and very responsible). This was also indicated by the high median value for both statements and low standard deviation value for these statements. The key drawback of the current motivation policy were insufficiently high salaries. With regard to non-material motivation strategies, the majority of those surveyed pointed out that there is no recognizable non-material motivation system (Statement 10), salary is not the basic motivator (Statement 5), but also non-material motivators cannot be more important than material motivators can. If we synthesize all of the above, it can be concluded that non-material motivators are important, or that material motivators are not the only employee motivation factor, and that respondents are willing to change their present job for better non-material working conditions and agree that the existing non-material motivation system is not recognizable and should be improved.

4.3. Existing non-material motivation policy

To establish the existing motivation policy for medical staff, 13 statements were offered with which they expressed the level of their agreement or disagreement. A Likert scale from 1 to 5 was used to measure this intensity of agreement or disagreement, where 1 represented complete disagreement and 5 represented complete agreement with the given statement (1 - strongly disagree; 2 - mostly disagree; 3 - neither agree nor disagree; 4 - mostly agree; 5 - strongly agree). The attitudes of the physicians and nurses were analysed for each statement. Thereupon, the average scores, as well as the median and standard deviation values were calculated for each particular statement, all of which are shown in Table 4.

Table 4. Existing non-material motivation policy

No.	Statement	Total average for each statement	Median	Standard deviation
1	I am satisfied with the way my job is designed and organized.	3.25	3.00	0.93
2	I believe that taking into account suggestions of employees would make their satisfaction and performance at work better.	4.50	5.00	0.58
3	I am satisfied with the course and way of communication with my superior.	3.79	4.00	0.99
4	I am satisfied with the way superiors pass on information to employees.	3.61	4.00	1.17
5	I am satisfied with the level of participation in decision-making and problem solving.	3.50	4.00	1.26
6	I am satisfied with the way of receiving feedback at work.	3.50	4.00	1.14
7	I am satisfied with the level of appreciation and recognition at work.	3.50	3.50	1.14
8	I am satisfied with the possibilities of additional training and acquisition of new skills on the job (seminar, education, training).	2.89	3.00	1.29
9	At the job I perform there is a system of employee satisfaction monitoring.	2.36	2.50	1.31
10	I believe that equal treatment of all employees by superiors would increase their satisfaction and performance at work.	4.29	4.00	0.90
11	I believe that interpersonal relationships are very good at the job I perform.	3.50	4.00	1.07
12	Superiors are always responsible for the quality of interpersonal relationships.	4.14	4.00	0.93
13	Due to the conditions and relationships at work, I do not plan to change jobs.	3.39	3.00	0.99

Source: The survey

The respondents agreed that the level of communication is satisfactory. However, they emphasized the need to improve information for employees, better involve employees in problem solving, and recognize their work and commitment (statements 2, 3 and 4). They particularly emphasized the need for additional training and monitoring of the satisfaction of employees (statements 8 and 9). Respondents agreed that they have not ruled out the intention to change jobs and that superiors are always responsible for the working atmosphere (statements 11, 12 and 13). Although the scores were relatively similar (table 4, statements 4 to 8), there is a higher level of satisfaction with additional education and training opportunities is observed. Attitudes towards other statements were relatively similar and show that the respondents considered superiors to be the most important factor in the process of non-material motivation. They also believed that there was plenty of room for improvement of the existing system.

4.4. The most important and least important factors for creating good conditions and relationships at work

In determining the most important and least important factors of non-material motivation, the survey was conducted using closed-ended question types, where respondents were offered 10 statements for both groups and where respondents were able to choose multiple statements at the same time according to their own views.

Table 5. The most important factors for creating good conditions and relationships at work

Mark	Statement	%
a	Work design and organization method	16.22%
b	Taking into account employee suggestions	9.46%
c	The course and manner of communication of superiors with employees	9.46%
d	The way supervisors pass on information to employees	1.35%
e	Participation of employees in decision making and problem solving	1.35%
f	Receiving feedback from superiors about one's own work	1.35%
g	Appreciation and recognition of one's own work by superiors	8.11%
h	Possibilities of additional training and acquisition of new skills	6.76%
i	Equal treatment of all employees	18.92%
j	Interpersonal relationships	27.03%
TOTAL		100.00%

Source: The survey

The same statements were used to determine the most important and least important factor and the data could be analysed and compared in tables 9 and 10.

Ranking these factors by their importance was a very important step in defining a non-material motivation strategy.

Table 6. The least important factors for creating good conditions and relationships at work

Mark	Statement	%
a	Work design and organization method	2.78%
b	Taking into account employee suggestions	2.78%
c	The course and manner of communication of superiors with employees	0.00%
d	The way supervisors pass on information to employees	22.22%
e	Participation of employees in decision making and problem solving	13.89%
f	Receiving feedback from superiors about one's own work	30.56%
g	Appreciation and recognition of one's own work by superiors	5.56%
h	Possibilities of additional training and acquisition of new skills	13.89%
i	Equal treatment of all employees	2.78%
j	Interpersonal relationships	5.56%
TOTAL		100.00%

Source: The survey

Respondents indicated job organization, equal treatment of all employees and mutual communication as the most important factors, and particularly emphasized interpersonal relationships. The group of the least important factors as ranked by respondents included the way superiors pass on information (it can be said that flow of information is important, but the method and technique are not), followed by receiving feedback, and the right to and possibility of additional training, as well as participation of all employees in decision making. This also represented an important contribution to the survey itself as it provided a reference to all superiors on the important factors in defining non-material motivation strategies and their significance.

4.5. Determining a strategy of non-material motivation according to the survey results

To propose a strategy of non-material motivation for medical staff in Mostar, respondents were offered 10 strategic options, to express their opinion on the influence and significance of the statements offered. The intensity of influence and significance of the offered statements was measured using a Likert scale from 1 to 5, where 1 represented the statement without influence, and 5 full influence (1 - does not have influence; 2 - mostly does not have influence; 3 - neither has nor does not have influence; 4 - mainly has influence; 5 - has full influence).

Table 7. The most important factors for development of non-material motivation policy

No.	Statement	Total average for each statement	Median	Standard deviation
1.	Work design and organization method	3.96	4.00	0.96
2.	Taking into account employee suggestions	4.00	4.00	0.82
3.	The course and manner of communication of superiors with employees	4.21	4.00	0.92
4.	The way supervisors pass on information to employees	4.11	4.00	0.92
5.	<i>Participation of employees</i>			
5.1.	Participation in decision making	3.71	4.00	1.08
5.2.	Participation in problem solving	3.64	4.00	1.25
5.3.	Participation in setting goals	3.75	4.00	1.17
6.	<i>Receiving feedback from superiors about one's own work</i>			
6.1.	Compliments for a job well done	4.21	4.50	0.88
6.2.	Giving criticism for possible mistakes at work	4.14	4.00	0.85
6.3.	Giving feedback to employees influences employee performance	3.96	4.00	0.84
7.	Appreciation and recognition of one's work by superiors	4.52	5.00	0.70
8.	Possibilities of additional training and acquisition of new skills	4.36	5.00	0.91
9.	Equal treatment of all employees	4.61	5.00	0.57
10.	Superiors can influence interpersonal relationships with their actions and behaviour	4.54	5.00	0.88

Source: The survey

Respondents highlighted all the key non-material motivation areas identified in theory, thereby actually confirming the basic tenets of the theory of non-material motivation, thus stating that the strategy of non-material motivation of employees is not based on a single criterion but is usually a combination of different criteria. Elements that need to be integrated into any successful non-material motivation system were the acknowledgment of employee suggestions (Statement 3), adjustment of communication methods (Statement 4), and commendations and encouragements for a job well done (Statement Set 6). These statements have proven to be much more important in creating a potential non-material motivation policy, even more than the participation in the decision-making process (Statement Set 5). Based on all of the above referenced, it can be concluded that research results could stand as a basis for creating an effective non-material motivation strategy for employed medical staff and that the creation of non-material motivation system should not be based on a single element, but be a combination of multiple approaches and methods.

5. CONCLUSION

In the health and other sectors alike, employee motivation is not only an area of psychological and sociological issues of work and work behaviour, but it also includes activities that are directed towards a goal and excite needs in a person. Money plays an important role in rewarding. However, when existential challenges are solved (often even before these challenges are solved), different needs may appear in a person.

This survey analysed the key strategies for non-material motivation of medical staff in Mostar. The characteristics of each of the proposed non-material motivation strategies were measured and key recommendations for the development of a strategy for non-material motivation of medical staff were finally defined. The survey was conducted on medical staff in Mostar through a questionnaire, and a total of 79 persons participated in the survey.

The main objective of the survey is to identify areas and techniques of non-material motivation that can be used in the management of medical staff to make it more efficient and effective in performing their regular duties.

In regards to the existing non-material motivation strategies, the majority of surveyed participants pointed out that there was no recognizable non-material motivation system. It was pointed out that salary does not represent the basic motivator, but it was also established that non-material motivators are not more important than material motivators are. The respondents agreed that the level of existing communication was satisfactory. However, they emphasized the need to improve information for employees, better involve employees in problem solving and recognize their own work and commitment. They especially emphasized the need for additional training and monitoring the satisfaction of employees. The respondents agreed that they have not ruled out the intention to change jobs and that superiors were always responsible for the working atmosphere. Respondents indicated job organization, equal treatment and mutual communication as the most important factors. They especially put emphasis on interpersonal relationships.

Least important factors group, as ranked by respondents, included the way superiors pass on information (it could be said that information flow is important, but the method and technique are not), followed by receiving feedback and the right and possibility for additional training, as well as participation of all employees in decision making.

Elements that needed to be integrated into any successful non-material motivation system were the acknowledgment of employee suggestions, adjustment of

communication methods and commendations and encouragements for a job well done. These statements have proven to be much more important in creating a potential non-material motivation policy, even more than participation in the decision-making process.

Based on the results of this survey, it is important to conclude that material motivators are the basis of every company's motivation policy. However, in addition to the defined material motivation strategy and policy, every company must focus its strategic activities on the development of non-material business strategies. When it comes to non-material strategies, they are usually a combination of motivation methods and techniques and their use depends on a set of internal and external business factors.

It is important to point out for non-material motivation strategies that these strategies cannot replace material strategies. However, they can be a significant supplement to material strategies. In their concerted action, these two strategies in synergy create very wide and important effects and should be applied by modern companies, public institutions or health care institutions.

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STRATEGIJE NEMATERIJALNE MOTIVACIJE U ZDRAVSTENOM SEKTORU

Primljeno: 2. studenog 2020.

Prihvaćeno: 30. studenog 2020.

<https://doi.org/10.46458/27121097.2020.26.165>

Pregledni rad

Sažetak

Zadatak upravljanja ljudskim potencijalima, nakon pronalaženja “pravih ljudi”, jeste učiniti ih sposobnima za zajednički i uspješan rad. Motivacija zaposlenih, kako u zdravstvenom tako i u drugim sektorima, nije samo područje psiholoških i socioloških problema rada i radnog ponašanja, već je ponašanje usmjereno prema nekom cilju koji pobuđuje potrebe izazvane u čovjeku, a cilj je zadovoljenje tih potreba. Iz tog razloga razvijene su brojne nematerijalne strategije poput dizajniranja posla, stil menadžmenta, participacija, upravljanje pomoću ciljeva, fleksibilno radno vrijeme, priznanje i feedback, organizacijska kultura, usavršavanje i razvoj karijere i drugi, koje zajedno s materijalnim strategijama čine cjelovit motivacijski sustav.

Menadžeri mogu na motivaciju zaposlenih u zdravstvenom i ostalim sektorima utjecati na različite načine i u različitim smjerovima. Stoga se pristup menadžera ponajprije temelji na koncepciji čovjeka, njegove naravi i motivacije koji su osnova za razradu i primjenu konkretnih organizacijskih i menadžerskih rješenja.

Predmet rada je istražiti i utvrditi strategije nematerijalne motivacije liječnika i medicinskog osoblja u Mostaru. Cilj istraživanja je istražiti mogućnosti unaprjeđenja sustava nematerijalne motivacije u zdravstvenom sektoru te utvrditi metode nematerijalne motivacije koje se mogu primijeniti u upravljanju medicinskim osobljem. Istraživanje je provedeno na uzorku koje čini medicinsko osoblje u gradu Mostaru i obuhvaća 79 ispitanika.

Istraživanje mišljenja djelatnika provedeno je vlastitim upitnikom direktno anketiranjem ili anketiranje putem google anketnog obrasca. Glavni zaključak istraživanje je da su materijalni motivatori temelj politike motivacije svakog sustava, međutim, svaki sustav mora usmjeriti svoje strateške aktivnosti u razvijanje i primjenu različitih nematerijalnih strategija motivacije.

Rezultati dobiveni anketnim upitnicima obrađeni su pomoću softverskih alata MS Excel i SPSS gdje su računate i analizirati prosječne vrijednosti za svaku tvrdnju kao i vrijednosti medijana te standardne devijacije. Nakon što se izmjeri značaj svake od predloženih strategija nematerijalnog motiviranja na koncu će se definirati i ključne preporuke za razvoj integrirane strategije nematerijalnog motiviranja medicinskog osoblja.

Ključne riječi: *menadžment ljudskih resursa, motivacija zaposlenih, strategije nematerijalne motivacije, strategije materijalne motivacije, zdravstveni sektor, strategije motivacije zdravstvenih djelatnika*

JEL: J32, J50