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## THE IMPACT OF NON-FINANCIAL MOTIVATION ON JOB SATISFACTION - THE CASE WITH PHYSICIANS IN THE REPUBLIC OF NORTH MACEDONIA

### ABSTRACT

*Health organizations are increasingly trying to guide and motivate physicians in many ways. The current era is competitive and healthcare organizations, regardless of size, technology and market focus, are also facing retention of physicians. To achieve prosperity, healthcare organizations use different strategies to compete with competitors. Successful healthcare organizations view their physicians as a key development resource. Physicians are an essential part that contributes to the growth and development of the healthcare organization.*

*The main theoretical goal of this paper is to find out how extent motivation affects the improvement of job satisfaction among physicians, especially in terms of non-financial motivation.*

*Within this paper, empirical research will be conducted, with a total of 8 questions, in order to get an idea of how much and to what extent non-financial motivation affects the job satisfaction of physicians. The choice will be the Likert scale with which the respondents will express their agreement or disagreement through a five-point scale (1 = I do not agree at all, 2 = Partially disagree, 3 = Neutral (neither agree nor disagree, 4 = Partially I agree, 5 = I completely agree).*

*The results of this research can be used for further research on a similar topic, but also as a useful recommendation for managers or the human resources department who would like to explore the degree of motivation and job satisfaction within their organization.*

**Keywords:** *non-financial motivation, job satisfaction, factors, loyalty, security.*

**JEL:** *J28, C25*

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## 1. INTRODUCTION

Today we are witnessing an era characterized by tremendous competition between organizations. Regardless of the size, the technology used and market focus, many organizations face the modern problem which is retaining quality staff. Modern companies are constantly striving to use the full potential of their existing resources, in order to increase the employees' motivation in the organization. To achieve this goal, we see the need to create and maintain a strong and positive relationship between employees and the organization.

Proper and efficient use of human resources is crucial for the organization, because human resources are its driving force. Hence the need, as well as the positive effect of motivation. Motivation is a central issue of every management.

A positive motivational philosophy and practice improve productivity, quality and service, while a harmonious and pleasant working atmosphere leads to greater motivation among employees, and also greater profitability of the organization itself. A motivated worker strives for better and more efficient fulfilment of goals, creating a better perspective, creating change and building self-esteem.

The term motivation is increasingly recognized as extremely important for the organization's efficiency, but unfortunately very often in the race for percentages and numbers the human factor and its indisputable impact on the result is unfairly ignored.

The basic task of health management is the full utilization of human resources in the organization and that is why managers are constantly searching to find new ways to motivate employees.

In addition to financial rewards, some managers use a number of non-financial rewards in order to increase employee satisfaction. It has been proven many times that employees have great satisfaction with certain types of non-financial motivation and the management task is to understand the needs and desires of employees in order to achieve them.

Although money, ie financial motivation is a dominant factor, there are still non-financial factors that also play a key role in motivating employees. The value of non-financial rewards depends on the personal preferences of the employees, ie employee X may want to be promoted to a position with more responsibilities, while employee Y is pleased to receive a certificate of excellent work. It is that diversification of the ways of motivating the employees that the management should take into account, ie which it should master in order to successfully motivate.

A huge number of health organizations are trying to optimize costs in every way possible and that is why companies are facing a lack of funds on a daily basis. While trying to use financial rewards to motivate employees, the interest in non-financial rewards that will contribute to greater efficiency and effectiveness is growing. Some of the advantages of non-financial rewards are that they can be flexible, personal and easy to use.

To compete successfully in today's worldwide economy, human capital needs to be motivated by their organizations. As such, certain organizations are implementing an extensive range of monetary and non-monetary reward programs to surge employee retention and motivation, thereby enhancing organizational productivity and shareholder value.

Organizations are now recognizing the need to create a balance among individuals influence for the organization and the organization's influence on the individual.

Taking this into consideration, it is reasonable to assume that organizations need to have an understanding of how and what motivates employees to achieve higher levels of performance (Amos; Ristow & Ristow; 2004).

Although financial rewards are undeniably an important form of rewarding employees for their exceptional performance, other forms of recognition are often overlooked as part of an organization's reward system (Luthans, 2002).

Wiscombe's (2002) study suggests evidence that there exists a robust relationship between non-monetary rewards and better work performance. Mathauer & Imhoff's (2006A) studies on health workers' motivation showed that non-monetary motivators play an important role in employee's motivation.

To address this need, this paper will explore the impact of non-financial programs on employee motivation through an administered survey.

## **2. Reviewing of literature**

The most important strategies for non-financial motivation, found in the literature are:

### *1. Flexible forms of working hours*

There are many different forms of flexible working. Flexible working can describe the place we work - such as homeworking - or the kind of contract we are on - such as a temporary contract. Common kinds of flexible working include part-time working, flexi-time, work sharing and shift-working.

Advantages for employees include:

- *the ability to manage their time more effectively*
- *greater ease in handling their personal affairs, including minor emergencies*
- *more opportunities to combine caring responsibilities with flexible working hours or part-time work*
- *improvements in work-life balance and work satisfaction.*

Advantages for employers include:

- *enhanced morale and commitment among employees, leading to increased productivity*
- *a reduction in problems with punctuality or absenteeism*
- *increased ability to attract and retain staff*
- *greater ease in managing fluctuations in demand.*

### *2. Involvement of employees in decision making*

The engagement of employees in decision-making tends to build a sense of workforce membership, as well as a cozy atmosphere in which leaders and managers are willing to impart to a stable industrial relationship (Sagie, A., & Aycan, Z. , 2003, pp. 453-473). The role of workers in decision-making has been recognized by the actions of management and employees as the management method to restore organizational efficiency. Employee involvement definitely creates positive attitudes towards the organization.

### *3. Staff training*

Training gives employees a chance to grow and increase their knowledge and skills for their effective development (Kabir, 2011). Trained workers are more satisfied with their jobs compared to untrained workers. These training programs have a great impact on the employee's development and it helps increase their skills (Hunrja et al., 2010). By receiving these training programs, employees will gain self-confidence, career evolution and positive thinking about their company (Kabir, 2011). The purpose of these training and management programs is to modify the skills and abilities of employees (Hunrja et al., 2010).

### *4. Working conditions*

Since the majority of people spend most of their time at work, organizations must provide them with good working conditions, because that represents one of the main factors when measuring job satisfaction.

The environment needs to provide the employee with all of the needed resources in order to finish the task and by doing this it will contribute to increasing the level of job satisfaction (Kawada & Otssuka, 2011).

In a term of not satisfying working conditions, the employee will lose interest and will not feel any kind of enjoyment while working and performing tasks. Kawada and Otssuka determined that the work environment consists of four factors:

- *the natural habitat that includes moisture, light, sounds, smells and other factors;*
- *the equipment and how easy can the employee access it and use it;*
- *work time and overtime;*
- *safety at the workplace;*

Another job satisfaction factor represents the social atmosphere. Employees are more satisfied if they work with colleagues with whom they have good personal relationships and if the work is being done in a friendly atmosphere. Mutual friendly support is of utmost importance to the employees and it is proven that employees who have a better relationship with their coworkers are more satisfied with their work. Employees want to work with people who are always friendly, supportive and cooperative. Working conditions consist of both physical and social working conditions. People like to work in a more comfortable, safe, clean, modern environment and to work in good conditions, such as adequate temperature, lighting and noise. For example, people can be disturbed or distracted by a sudden noise, such as phone calls, loud conversation etc. and the absence of heat or lighting can cause illness. Better working conditions also create greater possibilities for better work performance and greater work success.

##### *5. The balance between work and private life;*

The next key factor for non-financial motivation is the balance between private life and work, ie it is the ratio between paid work and life. The balance should be a harmony between these two terms (Manfredi and Doherty, 2006). The balance between work and personal life is a function of individual and organizational activities, so from an organizational perspective, the balance can be part of good results, while from the perspective of employees this is a factor that influences the decision of employees to stay or leave an organization (Sheppard, 2016).

##### *6. Increasing the workload, work rotation and enriching the work*

Increasing the workload is a horizontal change, which involves adding more work-related tasks to the same level of difficulty, which changes the work cycle of the individual work.

Work enrichment is a vertical expansion of work and is the opposite of increasing workload and it allows employees to work innovatively and appropriately at work, due to the expanding role of responsibility (Hackman and Oldham, 1980).

### 3. Empirical research

In the framework of this paper, appropriate empirical research was conducted to conclude the job satisfaction of physicians by non-financial motivators. For this purpose, 72 respondents were randomly selected by telephone in the period 15.3.2021 to 31.3.2021.

The demographic characteristics of the sample are as follows:

**Table 1:** Structure of respondents by gender

Gender	Frequency	Structure
Male	49	68.06%
Female	23	31.94%

**Source:** *Own Research*

By age, the structure of the research sample is as follows:

**Table 2:** Age structure

Age	Frequency	Structure
Until30	16	22.22%
31-45 age	18	25.00%
46-60 age	30	41.67%
Above 60	8	11.11%

**Source:** *Own research*

The third table shows the structure of the respondents according to their education level.

**Table 3:** Structure by education level

Education	Frequency	Structure
Faculty	70	97.22%
M.A. and PhD.	2	2.78%

**Source:** *Own research*

In the follow-up study, we used the Likert scale with responses ranging from 1 (do not agree at all), to 5 (completely agree). Respondents were asked a total of 5 questions with which we would like to come to appropriate conclusions.

The main claim we want to investigate is whether the non-financial motives have an impact on the job satisfaction of physicians in the Republic of North Macedonia.

In order to get an answer to this assertion, in addition to this paper we will research the various, previously mentioned non-financial motivators and their influence on job satisfaction, as follows:

- *Training influence is non-financial motivation regarding the job satisfaction of physicians in the Republic of North Macedonia.*
- *Balance professional and private life is non-financial motivation regarding the job satisfaction of physicians in the Republic of North Macedonia*
- *Working conditions are non-financial motivation regarding the job satisfaction of physicians in the Republic of North Macedonia*
- *Flexible working hours are non-financial motivation regarding job satisfaction of physicians in the Republic of North Macedonia*
- *Involvement in making decisions is non-financial motivation regarding job satisfaction of physicians in the Republic of North Macedonia*

Respondents to the question of Training as a motivational motivator for job satisfaction gave the following answers:

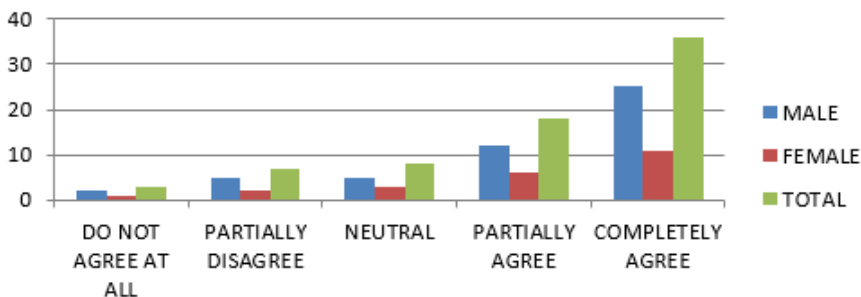
**Table 4:** Training influenced the job satisfaction of physicians

	Do not agree at all	Partially disagree	Neutral	Partially agree	Completely agree
male	2	5	5	12	25
female	1	2	3	6	11
total	3	7	8	18	36

Source: *Own research*

The given table can be graphically presented in the following way:

**Graph 1:** Training influenced for the satisfaction of physicians



Source: *Own research*

From the obtained results, we can conclude that 76% of the surveyed male physicians agree that the training increases their job satisfaction, while for women, that percentage is 74%. Or together (men and women) 75% said they were positive about the training as a motivating factor.

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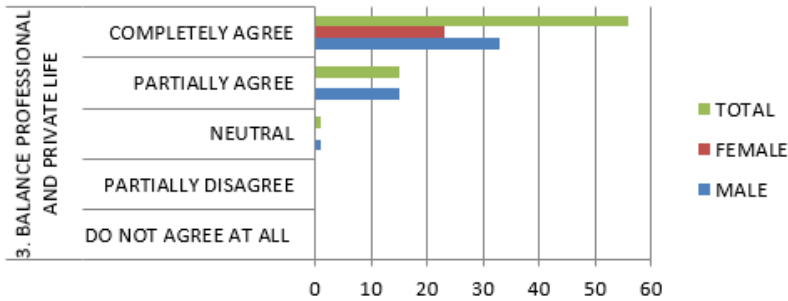
**Table 5:** Balance professional and private life influenced for the satisfaction of physicians

	Do not agree at all	Partially disagree	Neutral	Partially agree	Completely agree
male	0	0	1	15	33
female	0	0	0	0	23
total	0	0	1	15	56

Source: Own research

While graphically, the layout of the answers is as follows:

**Graph 2:** Balance professional and private life influenced for the satisfaction of job satisfaction of physicians



Source: Own research

The issue of working conditions, as a non-financial motivator for work satisfaction, yielded the following results:

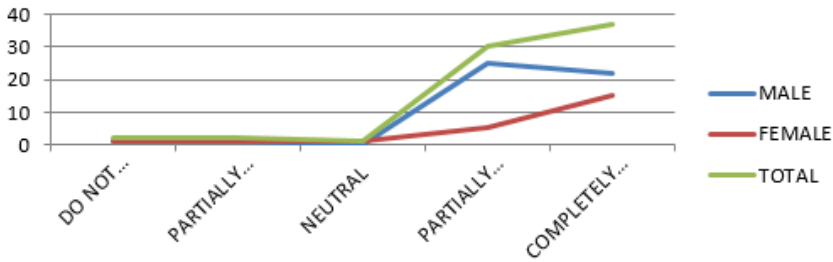
**Table 6:** Working conditions influenced the job satisfaction of physicians

	Do not agree at all	Partially disagree	Neutral	Partially agree	Completely agree
male	1	1	0	25	22
female	1	1	1	5	15
total	2	2	1	30	37

Source: Own research



**Graph 3:** Working conditions influenced the satisfaction of physicians



Source: Own research

From the answers regarding the role of working conditions as a motivational motivator for achieving job satisfaction, we conclude the following:

- 96% of the respondents, male physicians, said positively;
- 87% of respondents, female physicians, said positive
- common for the answers of both sexes is 93% positive answers.

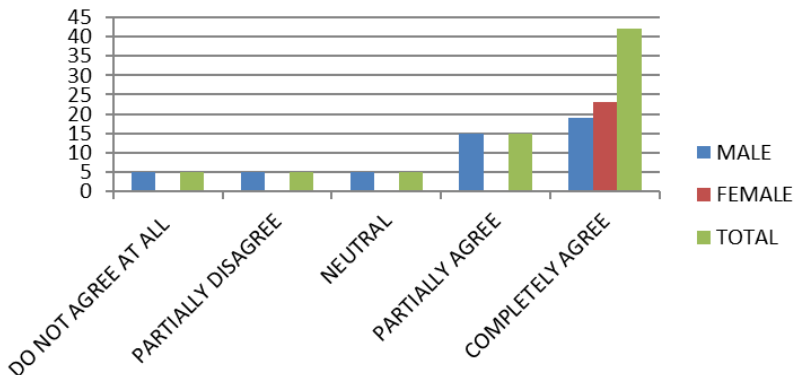
Last but not least, the following two motivational stimulations are given (flexibility and working hours and participation in decision making), as well as the correspondents' answers that can be seen from the following tables and graphs:

**Table 7:** Flexibility working hours influenced the job satisfaction of physicians

	Do not agree at all	Partially disagree	Neutral	Partially agree	Completely agree
male	5	5	5	15	19
female	0	0	0	0	23
total	5	5	5	15	42

Source: Own research

**Graph 4:** Flexibility working hours influenced the job satisfaction of physicians



Source: Own research

From the data obtained by the empirical research in terms of flexibility and working hours and participation in decision making, we conclude the following:

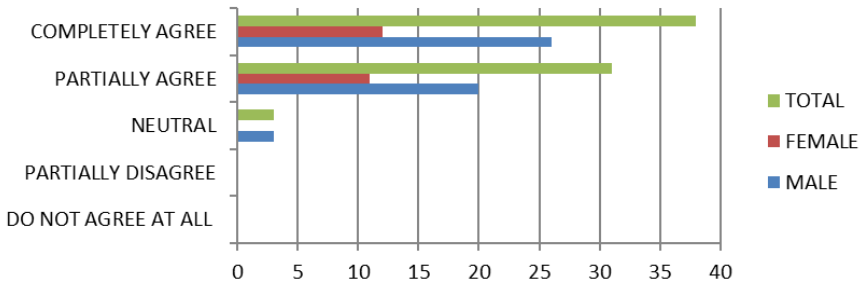
- 34 out of 49 male physicians believe that having flexible working hours (flexible working hours) will have a positive effect on their job motivation.
- 23 out of 23 female physicians prefer flexible working hours, because they consider that it will be much easier for them to complete their responsibilities as mothers and housewives.

**Table 8:** Involvement in making decisions influenced the job satisfaction of physicians

	Do not agree at all	Partially disagree	Neutral	Partially agree	Completely agree
male	0	0	3	20	26
female	0	0	0	11	12
total	0	0	3	31	38

**Source:** Own research

**Graph 5:** Involvement in making decisions influenced the job satisfaction of physicians



**Source:** Own research

The last question for our respondents was regarding the issue of involvement in decision making as a motivational factor that provides job satisfaction.

Based on the received answers, we constructed Table no. 8, as well as Chart no. 5, from which we can visually perceive the situation.

From the table and graph, based on the answers obtained, we can conclude the following:

- 94% of the male physicians, believe that their involvement in the decision-making process will have a positive effect on their job satisfaction
- 100% of the answers received (or all answers received from the female physicians) show that women physicians want to participate in the decision-making process related to their job in the relevant health institution.

## CONCLUSION AND RECCOMENDATIONS

Health reform in our country has focused on financial and structural changes with obvious neglect of the human factor. It is forgotten that the most important resource are the people who have to face the challenges of the changes. The greatest sensitivity is in terms of access to professional resources, the opportunity for professional development, growth and practice of medicine at a high modern level. The lack of an effective system for the professional development of physicians is seen as a sign that health does not need physicians whose potential exceeds the foreseen possibilities of the system and enhances the sense of unnecessary staff. Additionally, staff appraisal is insufficiently based on professional competence, steady growth, implementation of innovations and patient-oriented results. In the first place, we need to put the long-awaited improvements in human resource management in healthcare at the national and local levels. Physicians in Macedonia need to feel the change in the training system, in the optimization of job processes, in the work conditions, in the management of the career and the evaluation systems. Physicians would like to be appreciated in their own country and actively participate in this change.

Therefore, the need for research in this area was inevitable and so is the application of the results in everyday practice. The main goal is to restore the dignity and the place the physicians should have in a society, including ours.

There are a number of different dimensions in which appropriate research has been done. In this paper, we explored the impact of non-financial motivators regarding the physician's job satisfaction.

Based on the empirical research conducted within this paper, the general conclusion that can be drawn is that the different types of non-financial motivators for physicians have a positive affect on their job satisfaction.

The second conclusion that can be determined is that the managers must pay special attention, regarding the increase of the physician's job satisfaction, through their proper motivation, which can positively affect their job performance.

Based on the theoretical part of the paper, as well as the results of the research, we can come to the publication of the following conclusions that impose themselves:

- Training as a non-financial motivation has a positive impact on physicians' work satisfaction - 76% male and 74% female gave positive answers regarding this question.
- Balance professional and private life and working condition as a non-financial motivation has a positive impact on physicians' work satisfaction, at a huge rate of acceptance by the surveyed doctors.

- The same conclusion can be reached as in the previous two questions, regarding the flexible working hours as a non-financial motivation for physicians and the involvement in decision making as a non-financial motivation regarding the physicians work satisfaction. With a great positive attitude to these issues, the doctors stated that both of these activities are a significant non-financial motivator that ensures their job satisfaction.

However, we must emphasize in this section the fact that this paper also has its limitations. The survey was conducted on a sample of 72 respondents. Although the survey is anonymously done through electronic surveys, the respondents might have given more positive answers than they would give realistically, some may have answered automatically. In any case, the survey is a good basis for further research in the field of motivation and work satisfaction in a branch that includes a huge number of employees.

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## UTJECAJ NEFINANCIJSKE MOTIVACIJE NA ZADOVOLJSTVO POSLOM - SLUČAJ LIJEČNIKA U REPUBLICI SJEVERNOJ MAKEDONIJI

### SAŽETAK

*Zdravstvene organizacije sve više i na različite načine nastoje motivisati liječnike kako bi ih u današnjoj eri konkurencije zadržali kao svoje uposlenike. Bez obzira na veličinu, tehnologiju i fokus na tržištu, sve zdravstvene organizacije na ovim prostorima suočavaju se sa problemom zadržavanja liječnika. Takmičeći se s konkurencijom koriste različite strategije. Uspješne zdravstvene organizacije gledaju na svoje liječnike kao na ključni razvojni resurs. Liječnici su ključni akteri koji doprinose rastu i razvoju zdravstvene organizacije.*

*Osnovni teorijski cilj ovog rada je ustanoviti u kojoj mjeri motivacija utiče na zadovoljstvo poslom kod liječnika, posebno nefinansijska motivacija.*

*U okviru ovog rada biće sprovedeno empirijsko istraživanje korištenjem anketnog upitnika sa ukupno 8 pitanja, kako bi se stekla predstava o tome koliko nefinansijska motivacija utiče na zadovoljstvo poslom liječnika. Odabrana je Likertova skala sa odgovorima kojima će ispitanici izraziti svoje slaganje ili neslaganje u pet tačaka (1 = uopšte se ne slažem, 2 = djelimično se ne slažem, 3 = neutralno, niti se slažem niti se ne slažem, 4 = djelimično se slažem, 5 = potpuno se slažem).*

*Dobijeni rezultati se mogu koristiti za dalja istraživanja na sličnu temu, ali i kao korisna preporuka za menadžere ili odjele za ljudske resurse koji žele istražiti stepen motivacije i zadovoljstva poslom u svojoj organizaciji.*

**Ključne riječi:** *nefinansijska motivacija, zadovoljstvo poslom, faktori, lojalnost, sigurnost.*

**JEL:** J28, C25