

Suvad Isaković<sup>1</sup>

Ajdin Isaković<sup>2</sup>

Kanita Isaković<sup>3</sup>

## THE EFFECT OF MATERIALISTIC AND NONMATERIALISTIC MOTIVATIONAL FACTORS TO EMPLOYEES' COMMITMENT TO WORK

### ABSTRACT

*The success of each business relies on the employees' commitment to work, i.e., how and in which way employees perform their work. When consumers are offered the same or similar products produced by different companies and at different prices, and when the company's business result greatly depends on the quality of the work done, company management is more interested in securing its employees' full dedication to work. The generally accepted phrase "you get what you pay for" encouraged this research, whose purpose is to determine the strength of the relationship between materialistic and nonmaterialistic motivational factors to employees' commitment to work.*

*This research starts with the assumption that materialistic factors of motivation are more important motivational factors for employees when compared to nonmaterialistic ones. Listed indicators of motivational factors represent independent variables, while the dependent variable represents the indicator 'work satisfaction', which determines the level of employees' commitment to work.*

*The research had 147 participants who work in companies from different industries and different sizes. According to the Likert scale, a structured questionnaire was used to measure the employees' attitudes. Various methods for data processing in Statistical Package for the Social Sciences (SPSS) and Smart PLS3 program were used: Descriptive statistics of the sample (SPSS); Exploratory factor analysis - PCA analysis of principal components (SPSS); Factor analysis - a test of validity and confidence of the instruments (SmartPLS3); Bootstrapping analysis - testing of the hypothesis (SmartPLS3).*

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1 Associate professor, Faculty of Polytechnic University of Zenica, e-mail: suvad@itc.ba

2 Master of Economics, e-mail: ajdin@itc.ba

3 Student of the first cycle studies at the School of Economics and Business of the University of Sarajevo, e-mail: kanita.isakovic@gmail.com

*The conducted research shows that nonmaterialistic motivational factors, including Interpersonal relations and advancement, statistically significantly influence satisfaction at work, i.e., employees' commitment to the work.*

**Key words:** *Motivation, commitment to work, employees, materialistic factors, non-materialistic factors.*

**JEL:** *M12, M14.*

## 1. INTRODUCTION

The company business results depend on various factors of which business cost-effectiveness holds the most significant one. It results from the fact that each company tends to focus on profit maximization and to minimize invested resources that make the expenses. The company can achieve such an approach through the effective and efficient human resources work involved in the production process. A generally accepted view among numerous authors is that human resources represent the key generator of success or failure of a company, so great attention is devoted to human resources' motivation in the last decade.

Although numerous books were written regarding employees' motivation and various researches conducted, there is no consensus among the authors regarding the factors that hold the most important place in the employees' perception.

Motivation as a term is defined as a psychological state that results from the influence of internal and external factors that stimulate, direct, and maintain the behavior (Sikavica et al., 2000) of employees and other people, at which the effect of motivational factors is directed.

Motivational factors that influence employees' behavior are divided into external, i.e., materialistic factors, including salary and reward, and nonmaterialistic factors, including interpersonal relations, professional advancement, supervisor approach, career development, and job satisfaction.

Interaction of different motivational factors is divided into three groups: 1) Individual characteristics, including needs, attitudes, and employees' interests; 2) Characteristics of a job, including the complexity of the job, autonomy in job performance, and complexity of job performance; 3) Organisational characteristics including rules, procedures, politics, management's practice and reward system (Buble, 2009).

Numerous researches conducted on the topic of the influence of motivation on the results of employees' work confirm the existence of a significant relationship between employee satisfaction and financial results companies achieve, which is why motivation and employee satisfaction represent an inexhaustible topic of various types of research (Freeman, 1997).

There are numerous definitions of the term 'motivation' available in the literature, and each of them characterizes this term in its way. They all have in common that motivation represents a 'process' where employees face different factors, which in most cases are divided into internal motivational factors and external motivational factors.

Thus, the process of employee motivation represents the most efficient manager's tool, but whether it will be efficient depends primarily on the manager's estimations. The process of employee motivation represents a significant challenge for managers because motivational factors do not have the same strength on the positive employee's job perception. In fact, each employee represents an individual who, in different ways, perceives stimulus from the environment. Thus, it is up to company managers to create and continuously improve motivational processes, keeping in mind its adaptiveness to employees as individuals.

The purpose of this paper is to determine the existence of differences between external, i.e., materialistic motivational factors and internal, i.e., nonmaterialistic motivational factors regarding their effect on employees' commitment to work.

## **2. Literature review**

The term 'motivation' comes from the Latin word 'movere,' which means 'moving.' It refers to an individual's readiness to act (Rahimić, Resić, and Kožo, 2012). So, in the case of employee motivation, the term mentioned above indicates a process which due to exposure of employees to certain factors, changes their existing perception regarding the job, depending on whether these factors are motivational or demotivational to employees; this perception regarding a job could represent a positive or a negative moving.

Employee motivation has always been at the center of attention when it comes to analyzing a company's performance, organizational behavior, and leadership because motivated employees mean a successful company. It is generally recognized that an organization's competitive advantage depends on a skilled workforce, advanced technology proficiency, exemplary customer service, and higher quality products (O'Reilly III and Pfeffer, 2000, according to Stajkovic and Luthans, 2003). Since all of these activities depend much on employee motivation, one concludes that human resources represent a critical factor in having a distinct competitive advantage (Argyris, 1993, according to Stajkovic and Luthans, 2003 ). Several authors concluded that even talented people cannot deliver to their potential without motivation and that people who are motivated tend to perform way above the level expected of their intelligence and academic ability (Bateman and Snell, 1999; Germann, 2004; Snell, 1999; Woodall et al., 1997 according to Seiler, Lent, Pinkowska and Pinazza, 2012).

Thus, many research types have been conducted on employee motivation, trying to identify and establish a relationship between motivation and its initiators.

As a result of the development of interdisciplinary studies - biology, psychology, neuroscience, and others, researchers have closely investigated the human brain and developed different theories regarding human motivation.

As employee motivation has been a fruitful topic for research and as the world started to develop, numerous other authors further developed and improved the 'traditional' theories supporting their empirical research findings. Norhia, Groysberg, and Lee (2008) concluded that a company could improve overall employee motivation by satisfying four drives: drive to acquire (food, housing, social status, money), drive to bond (causing positive emotions like love and caring, making employees proud of being a part of a company), drive to comprehend (employees are motivated when their jobs are challenging), and drive to defend (when met leads to the feeling of security and confidence, and when not leads to negative emotions). These drives are independent, cannot be put in hierarchical order, and met by distinct organizational leavers, such as reward system, culture, job design, performance management, resource allocation processes, and the direct manager's role. On the other side, a great deal of attention was devoted to finding out which of the following two factors motivates employees: intrinsic or extrinsic factors. Intrinsic motivation entails doing something out of pure interest and enjoyment, while extrinsic motivation represents doing something to avoid negative results or obtain rewards (Levesque, Copeland and Pattie 2010).

Since materialism has been propagated to us by almost every media outlet, it is only natural to believe that materialistic factors, such as salary and reward, influence motivation. The idea that financial incentives motivate employees has both its opponents and proponents. Baker et al. (1988) conclude that pay-for-performance systems are even too effective in motivating people to do as they are told. These incentives satisfy at the same time several objectives: they support social status and provide recognition, they help people meet their basic needs, and serve multiple functions (Opsahl and Dunnette, 1966; Steers, Porter, and Bigley, 1996, according to Jenkins, Mitra, Gupta and Shaw, 1998). Thus, many managers tend to focus solely on money as a means of motivation, which in the last years seems to have less importance than employees, especially in developed economies.

Studies revealed that apart from being positively related to performance, financial incentives need to be carefully designed and integrated into organizational behavior to avoid undesirable outcomes (Jenkins, Mitra, Gupta, and Shaw, 1998). These outcomes entail encouraging unethical and counterproductive employee behavior, poor performance because these incentives do not improve employee's skills, knowledge, or abilities unless invested in training, and unchanged quality of the job (Dierdorff

and Surface, 2008; Grant and Parker, 2009; Kerr, 1975, according to Aguinis, Joo and Gottfredson, 2013). Other studies find that the rewards are useful for achieving temporary compliance since they merely and temporarily change what we do. Therefore, managers should not use rewards to motivate people but use nonmaterialistic factors, such as interpersonal relations and supervisor approach. By embracing these factors, employers enable their employees to participate in decision-making, assure them that they will not be punished for unpopular ideas (Stewart et al., 1993). Besides, financial incentives can only reduce job dissatisfaction but not motivate employees (Herzberg, 1968, according to Jenkins, Mitra, Gupta, and Shaw, 1998). Apart from being good motivators, they encourage job functions and their long-term relationship with employers (Dewhurst, Guthridge, and Mohr, 2009). Therefore, contemporary managers should shift their focus from materialistic factors to introducing the nonmaterialistic ones to improve the overall job satisfaction and company culture, and the quality of the work done.

### **3. Methodology**

#### **3.1. Definition of the problem and the subject of the research**

Technological achievements in the world move the boundaries towards the ideal every day and become an inexhaustible source for improving its performance. Plants and technological equipment are available to each company, based on which one can assume that the companies are equally competitive. However, in the real world, a company's competitiveness is not attained by acquiring the equipment and plant because both of them have a value based on the value-added they have for the company. Without human resources' knowledge and abilities, both plants and equipment are just a pile of useless and expensive things.

Thus, the key driving force of each business's success is the knowledge, abilities, and skills that human resources employed by the company have. Unlike the plants and equipment, human resources are social human beings who have their needs, which move to unimaginable proportions in time. Thus, it is imperative to establish a balance between the needs of employees and companies' business objectives.

Numerous researchers identify the factors that have a motivational role in establishing balance and company business goals. All authors usually agree that motivational factors can be divided into internal and external ones, i.e., nonmaterialistic and materialistic factors.

The subject of this research, in an operational sense, represents employees' attitudes regarding the influence of materialistic and nonmaterialistic motivational factors on job satisfaction, i.e., employees' dedication to the performed work.

### 3.2. Research objectives

Research results should achieve the following objectives:

- Establish the strength of the influence of materialistic and nonmaterialistic factors on employee's job satisfaction.
- Establish the relationship between the materialistic and nonmaterialistic variables of motivational factors on employee job satisfaction.
- Establish which variables of the materialistic and nonmaterialistic motivational factors statistically significantly influence employee's job satisfaction.

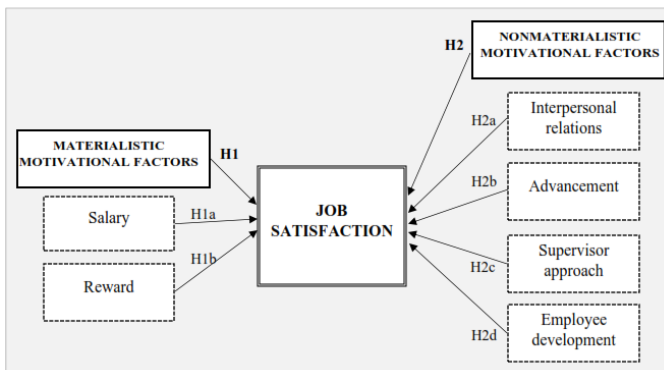
### 3.3. Research's Hypothesis

This paper assumes that materialistic motivational factors, including salary and reward, are more important motivational factors for employees than nonmaterialistic motivational factors, including interpersonal relations, advancement at work, supervisor approach, and employee development.

Based on the listed premises, the following research hypotheses are defined:

- H1 - Materialistic motivational factors influence employees' job satisfaction.
  - H1a - Salary influences employees' job satisfaction.
  - H1b - Reward influences employees' job satisfaction.
- H2 - Nonmaterialistic motivational factors influence employees' job satisfaction
  - H2a - Interpersonal relations influence employees' job satisfaction.
  - H2b - Advancement influences employees' job satisfaction.
  - H2c - Supervisor approach influences employees' job satisfaction.
  - H2d - Employee development influences employees' job satisfaction.

**Figure 1:** Model of research hypotheses



### 3.4. Research instrument

For the purpose of primary data collection, a questionnaire was created to measure employees' attitudes by applying a Likert scale from one to five (1 - strongly disagree, 2 - disagree, 3 - neither agree nor disagree, 4 - agree, 5- strongly agree). The questionnaire is composed of seven batteries within which there are five particles expressed as a statement. Batteries 'salary' and 'reward' characterize materialistic, i.e., external motivational factors, while batteries 'interpersonal relations,' 'advancement at work,' 'supervisor approach,' 'career growth,' characterize nonmaterialistic, i.e., internal motivational factors. The aforementioned indicators represent independent variables, while the indicator 'job satisfaction' represents the dependent variable.

The questionnaire has 30 particles representing statements regarding the influence of materialistic and nonmaterialistic motivational factors on employees' job satisfaction. Job satisfaction is measured through the application of five particles within the questionnaire.

### 3.5. Research methods

Through the structural instrument for data measurement, a total of 8 variables are measured, of which two are categorical and six numerical continuous variables. On the sample of 147 participants whose sex and size of the firm they work at are known, measurement of 'job satisfaction' was conducted and six materialistic/nonmaterialistic indicators that could theoretically have the same effect.

For the purpose of statistical analysis, appropriate methods in the Statistical Package for Social Sciences (SPSS) and Smart PLS3 were used:

- Descriptive statistical analysis (SPSS),
- Exploratory factor analysis - PCA analysis of principal components (SPSS),
- Factor analysis - a test of validity and reliability of the instruments (Smart PLS3),
- Bootstrapping analysis - hypothesis testing (Smart PLS3).

The results of the analysis are shown in the section called Interpretation of the results.

#### 4. Interpretation of the results

The questionnaire was mailed to 100 email addresses and was posted on Facebook, so the participants could download the link and send filled-out questionnaires. At the estimated deadline for the submission, 220 questionnaires were filled out and delivered. While reviewing the questionnaires, specific illogical answers to set claims were recognized, because of which such questionnaires were removed from further data processing. Therefore, N 147 questionnaires were subject to statistical analysis according to the responders' following characteristics: M - 61.90%; F - 38.10%.

Responders' structure according to the size of the enterprise is micro enterprises - 4.76%; small enterprises - 10.69%; medium-sized enterprises - 55.78%, and large enterprises - 28,57%.

**Table 1:** *Structure of the sample according to the company size*

Characteristics	Category	Number	Percentage
Sex	Male	91	61.9
	Female	56	38.1
	Total	147	100.0
Number of employees in a company or institution you work at	1 - 9	7	4.8
	10 - 49	16	10.9
	50 - 249	82	55.8
	More than 250	42	28.6
	Total	147	100.0

##### 4.1. Test of validity and confidence of the measuring instrument

For the purpose of testing the validity and confidence of the measuring instrument, exploratory factor analysis (EFA) was conducted by applying the principal component analysis (PCA). Apart from the EFA conducted using the SPSS program, additional factor analysis was also conducted using the Smart PLS program.

The principal component analysis was conducted using varimax rotation for each used scale. Dimensionality is determined by careful analysis of the factor burden of each indicator individually. Factor burdens over 0.5 per the corresponding factor are considered adequate indicators of such factors (Hair, Black, Babin & Anderson, 2010). On the other side, Ebel (1965) considers that correlation equal to or above 0.4 represents good validity. Thus, due to the low factor burden, the following indicators are labeled as invalid, and as such, are excluded from further analysis: P2, P4, N4, N5, MO3, MO4, MO5, NUP4, RZ3, ZP3.

When the 'supervisor approach' variable is in question, there was no need to exclude any indicator because all factor loads were above 0.5. The total 25 variables representing seven indicators were evaluated as valid, as shown in Table 2.



**Table 2:** Factor loading at an indicator level

Indicators and their variables		Factor loading $\geq 0.40$						
Salary (S)		S	R	IR	A	SA	ED	JS
S1	My salary is high compared to what others get for the same job in other companies.	0.759						
S3	My workability in a great amount determines my salary in a company I work for.	0.754						
S5	I am paid fairly compared to other employees in a company I work for.	0.784						
<b>Rewards (R)</b>								
R1	For a job well done, I receive appropriate recognition.		0.447					
R4	Regular financial stimulations have a positive effect on my job.		0.891					
R5	The family trip award affects my job.		0.852					
<b>Interpersonal relations (IR)</b>								
IR1	I like the people I work with.			0.961				
IR2	A pleasure to do business with my co-workers			0.961				
<b>Advancement (A)</b>								
A1	My advancement abilities are limited. *				0.763			
A2	Advancement here is based on one's abilities.				0.586			
A3	Regular job promotions are a rule in this company,				0.682			
A5	It is a job with no chance of getting a promotion. *				0.868			
<b>Supervisor Approach (SA)</b>								
SA1	My supervisor is quite competent in his/her work.					0.658		
SA2	My supervisor was unfair to me. *					0.863		
SA3	My supervisor does not show enough interest in the feelings of the people whom he/she manages. *					0.747		
SA4	My supervisor often points out the positive qualities of the people whom he/she manages.					0.693		
SA5	My supervisor points out only the negative qualities of the people whom he/she manages. *					0.781		
<b>Employee Development (ED)</b>								
ED1	My job offers enough opportunity for successful career development.						0.686	
ED2	At work, I have a chance to do what I do best.						0.647	
ED4	Additional internal educations positively affect my work.						0.847	
ED5	Additional external educations positively affect my work.						0.800	
<b>Job satisfaction (JS)</b>								
JS1	My job is creative.							0.866
JS2	My job is fulfilling.							0.888
JS4	My job is challenging.							0.781
JS5	My job is often dull and monotonous. *							0.517
*Negative question								

The research model in this paper is tested through the multivariate method PLS-SEM (Partial

Least Squares). It is known for not requiring the variables to have a normal distribution and reaches very precise results with a small sample (Hair, Sarstedt, Ringle, Gudergan, 2017).

Barclay, Higgins, & Thompson (1995) recommend that the total number of formative indicators, i.e., the total number of paths directed to a specific dependent variable in a model, multiplied with number ten determine a minimal number of participants in a sample. According to this rule, and based on the fact that there is a total of six formative indicators in the model of this research, we conclude that the minimal number allowed for the analysis is 60 participants ( $6 \cdot 10 = 60$ ) and that 147 submitted questionnaires excel the required minimum. The software package SmartPLS 3.0 developed by Ringle, Wende, and Becker (2015.) was used for data processing.

The PLS Algorithm analysis confirmed the previously presented results of the PCA analysis. It showed no doubt in discriminant validity or the measuring instrument's confidence. Table 3. shows that all indicators of composite reliability, AVE value, and correlation variable are all adequate and of the appropriate value. According to Schmiedel, Brocke, & Recker (2014), the discriminant validity is ensured if the squared root of the AVE value of each variable exceeds the correlation value within the matrix. Thus, analyzing Table 3, it can be concluded that the discriminant validity is proven.

All of the composite reliabilities are above the recommended threshold of 0.7, defined in the literature (Fornell & Larcker, 1981; Hair, Black, Babin, & Anderson, 2010). Cronbach & Richard (2004) established a rule that the Alpha value has to equal to a minimum of 0.7 for the variable reliability to be accepted. Indicators of motivational factors IR, A, SA, ED, and JS undoubtedly have established internal consistency.

Regarding the indicators R (C. Alpha 0.6) and S (C. Alpha 0.65), whose value belongs to an interval of 0.6 to 0.7, which is usually regarded as debatable in the sense of internal consistency, if we take into consideration the fact that both indicators have composite reliability of 0.78 and AVE value over 0.5, there is no doubt that the internal consistency, i.e., reliability of these two indicators is satisfactory as shown in Table 3.

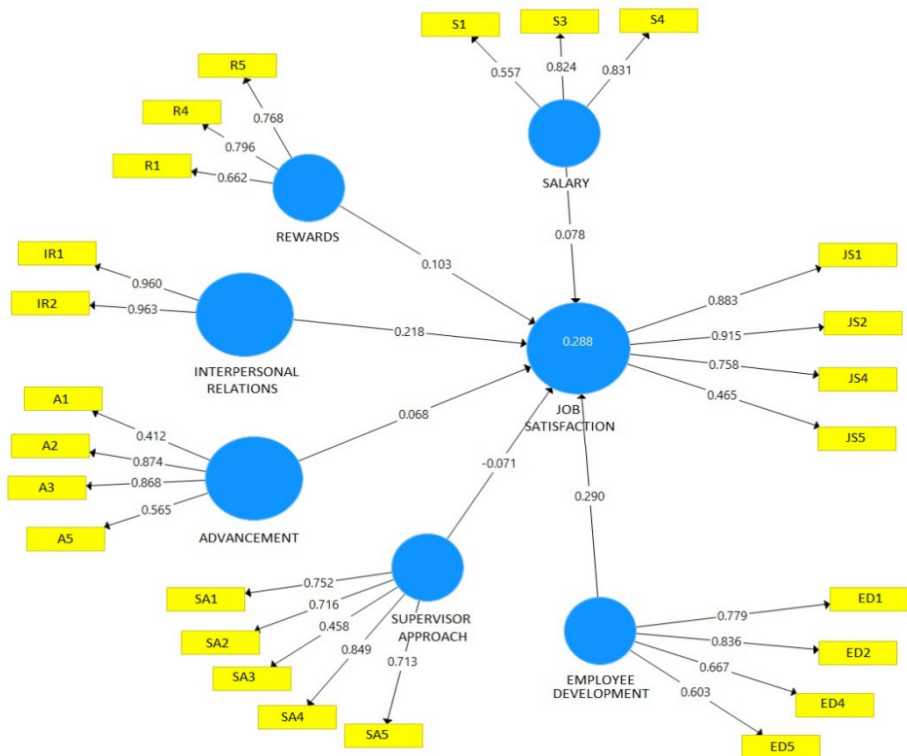
**Table 3:** Test of factor validity

Variable	Cronbach's Alpha	Composite Reliability	AVE Value	IR	R	A	SA	S	ED	JS
IR	0.92	0.96	0.92	0.961						
R	0.60	0.78	0.55	0.224	0.744					
A	0.75	0.78	0.50	0.367	0.341	0.708				
SA	0.81	0.83	0.50	0.433	0.309	0.444	0.709			
S	0.65	0.78	0.56	0.355	0.272	0.580	0.395	0.748		
ED	0.74	0.82	0.53	0.511	0.402	0.555	0.506	0.416	0.727	
JS	0.77	0.85	0.60	0.411	0.291	0.358	0.263	0.315	0.477	0.776

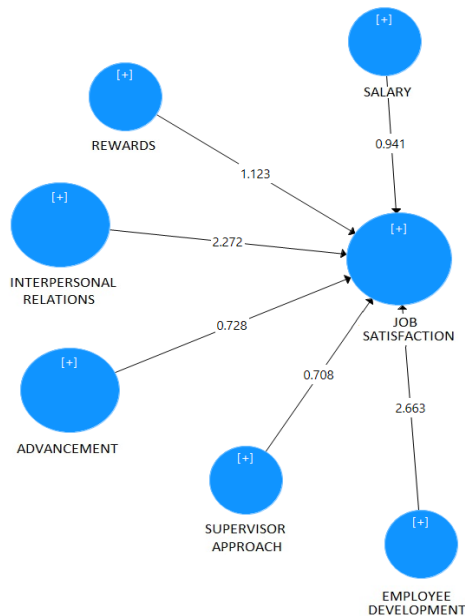
Note 1: Right side of the table diagonally shows correlation variables and square roots of AVE value Note 2: See Table 4. for the full name of the indicators of motivational factors

The correlation review results of all variables presenting motivational factors provide additional confirmation of previously presented PCA analysis results shown in Figure 4. In other words, all variable correlations are above 0.4, clearly confirming their validity upon measuring.

**Figure 2:** Correlation of variables and motivational factors



Hypotheses are tested by bootstrapping analysis in the SmartPLS program. The analysis was conducted on 10,000 subsamples to assure the best results stability, following the recommendation by Hair, Sarstedt, Ringle, & Gudergan (2017).

**Figure 3:** Results of the Bootstrapping analysis (t-values)

From the total six tested multiple hypotheses, two of them are accepted, while four are rejected. Results that salaries and rewards do not have a statistically significant influence on employee satisfaction clearly indicate that materialistic motivational factors are not statistically significant independent variables. Thus, Hypothesis No. 1 of this research is rejected.

On the other side, statistically significant effects of 'interpersonal relations' and 'employee development' and statistically insignificant effects of 'advancement' and 'supervisor approach' clearly lead to the conclusion that Hypothesis No. 2 of this research is partially accepted.

In short, nonmaterialistic motivational factors have a more significant influence on employee satisfaction than materialistic.

	Hypothesis	p	t	Status
H1	Materialistic motivational factors influence employees' job satisfaction.	-	-	Rejected
H1a	Salary influences employees' job satisfaction.	0.347	0.941	Rejected
H1b	Reward influences employees' job satisfaction.	0.261	1.123	Rejected
H2	Nonmaterialistic motivational factors influence employees' job satisfaction.	-	-	Partially accepted
H2a	Interpersonal relations influence employees' job satisfaction.	0.023*	2.272*	Accepted
H2b	Advancement influences employees' job satisfaction.	0.466	0.728	Rejected
H2c	Supervisor approach influences employees' job satisfaction.	0.479	0.708	Rejected
H2d	Employees' development influences employees' job satisfaction.	0.008*	2.663*	Accepted

\*Statistically significant effects on the reliability interval of 95%

## 5. CONCLUSION

Although this paper started with the assumption that materialistic factors ('salary' and 'rewards') more significantly influence job satisfaction, and therefore influence the greater employee's job dedication, the conducted research results rejected the assumption mentioned above.

According to the presented results of bootstrapping analysis of the t-value, it can be confirmed that nonmaterialistic motivational factors 'interpersonal relations' and 'employee development' statistically significantly influence job satisfaction, and therefore affect the greater employee's work dedication.

Contrary to this study's results, John R Deckop, Carole L Jurkiewicz, and Robert A Giacalone confirmed the hypothesis that material factors affect employee personal well-being. Such different results can be interpreted by differences in mentality and sincerity of the respondents' answers in answering the questionnaire, so it cannot be established with certainty that nonmaterialistic factors are more important for employee commitment than material ones. A recommendation to the management is to consider both nonmaterialistic and materialistic factors when creating and implementing human resources policies.

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Suvad Isaković

Ajdin Isaković

Kanita Isaković

## **UTJECAJ MATERIJALNIH I NEMATERIJALNIH MOTIVACIJSKIH FAKTORA NA POSVEĆENOST POSLU ZAPOSLENIKA**

### **SAŽETAK**

*Uspješnost svakog preduzeća zasniva se prije svega na posvećenosti njegovih zaposlenika poslu, odnosno kako i na koji način zaposlenici obavljaju svoj posao. U vremenu kada su potrošačima na raspolaganju isti ili slični proizvodi od različitih preduzeća po različitim cijenama, te kada rezultat poslovanja preduzeća zavisi u najvećoj mjeri od kvaliteta obavljenog posla njegovih zaposlenika, sve je veći interes menadžmenta preduzeća da osigura maksimalnu posvećenost svojih zaposlenika prema poslu. Općeprihvaćena sintagma kolika plaća toliko rada potaknula je ovo istraživanje, čija je svrha utvrditi jačinu veze između materijalnih faktora motivacije i nematerijalnih faktora motivacije zaposlenika, kada je u pitanju njihovo obavljanje posla.*

*U ovom radu se polazi od pretpostavke da su materijalni faktori motivacije značajniji motivirajući faktori za zaposlenike u odnosu na nematerijalne faktore. Navedeni indikatori motivirajućih faktora predstavljaju nezavisne varijable, dok zavisnu varijablu predstavlja indikator „zadovoljstvo poslom“, koje u konačnici određuje nivo posvećenosti zaposlenika prema poslu koji obavljaju.*

*U istraživanju je učestvovalo 147 ispitanika, koji rade u preduzećima različite djelatnosti i veličine preduzeća. Za prikupljanje podataka korišten je strukturirani upitnik, a primjenom Likertove skale od 1 do 5 mjereno je stav ispitanika. Za obradu prikupljenih podataka primijenjene su odgovarajuće metode u Statističkom paketu za društvene nauke (SPSS) i Smart PLS3 programu: Deskriptivna statistika uzorka (SPSS); Eksploratorna faktorska analiza - PCA analiza glavnih komponenti (SPSS); Faktorska analiza - provjera validnosti i pouzdanosti instrumenta (SmartPLS3); Bootstrapping analiza - testiranje hipoteza (SmartPLS3).*

*Rezultati provedenog istraživanja pokazuju da nematerijalni motivirajući faktori, od kojih su međuljudski odnosi i razvoj karijere zaposlenika statistički značajno utječu na zadovoljstvo poslom, odnosno posvećenosti poslu, koji obavljaju zaposlenici.*

**Ključne riječi:** *motivacija, posvećenost poslu, zaposlenici, materijalni i nematerijalni faktori*

**JEL** M12, M14.