

Attractiveness of long-term care

The non-material rewarding as a method experienced by personnel

Sanna Linna

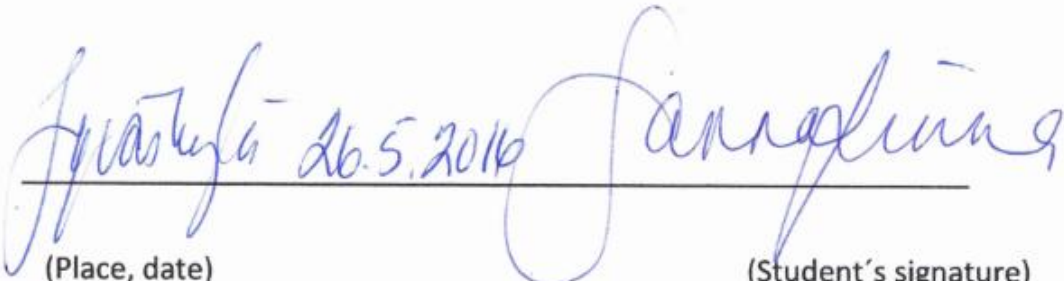
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<p>Abstract</p> <p>The health care environment is constantly changing. People are living longer and healthier and the life expectancy is increasing. In many European countries the increasing amount of retirement nurses is leading to shortage of nurses. The non-material rewarding, one of the features in Magnet hospital, increases the quality of working life and gives the employers the opportunity to favorably stand out in the competition for educated employees and to increase the stability of nurses in organizations.</p> <p>The thesis was part of the international Double Degree Programme. The objective was to describe employees' knowledge about the non-material rewarding. The aim was to find out how the non-material rewarding is experienced by employees' and how employees experience the non-material rewarding given by immediate supervisor. The second object was to describe how employees' experiences the non-material rewarding influencing in motivation and attraction of long-term care.</p> <p>The data was collected in Finland in four long-term care units in Keljo in City of Jyväskylä in spring 2016 by using an electronic questionnaire. The test group were the whole personnel with the exception of immediate supervisors. The response rate was 60 % (n=84).</p> <p>The non-material rewarding methods were well known among the respondents and they experienced that immediate supervisors are using the non-material rewarding well. The permanence and continuous of employment together with thanking were the most important methods which respondents valued most and expected to get from immediate supervisors. The possibility to get more demanding tasks was least important method for the respondents and was least used method by the immediate supervisor.</p> <p>It was concluded that non-material rewarding is a good way of management which the employees are expected to receive from immediate supervisor. People have different expectations about the non-material rewarding, therefore there is a need to evaluate and develop good working life through the non-material rewarding that organizations are able to entice labor force.</p>		
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Tiivistelmä <p>Terveydenhoito on jatkuvassa muutoksessa. Ihmiset elävät terveellisemmin ja pitempään elinajanodotteen kasvaessa. Lisääntyvä hoitajien eläköityminen johtaa monessa Euroopan maassa hoitajapulaan. Aineeton palkitseminen, yksi vetovoimaisen sairaalan ominaisuuksista, lisää työelämän laadullisuutta ja antaa työntäjille mahdollisuuden erottua edukseen kilpailussa osaavasta työntekijästä lisäten hoitajien pysyvyyttä työyhteisössä.</p> <p>Opinnäytetyön, mikä sisältyy kansainväliseen kaksoistutkimus-ohjelmaan, tarkoitus oli tutkia työntekijöiden tietämystä aineettomasta palkitsemisesta, kuinka aineeton palkitseminen ja sen saaminen lähiesimieheltä koetaan. Tarkoituksena oli selvittää, kuinka työntekijät kokevat aineettoman palkitsemisen vaikuttavan motivaatioon ja pitkäaikaishoidon houkuttelevuuteen.</p> <p>Aineisto kerättiin neljältä Jyväskylän kaupungin Keljon pitkäaikaishoidon osastolta keväällä 2016 käyttäen elektronista kyselylomaketta. Kyselyyn osallistuivat koko henkilöstö osastonhoitajia lukuun ottamatta. Vastausprosentti oli 60 % (n=84).</p> <p>Vastaajat tunsivat aineettoman palkitsemisen hyvin ja kokivat lähiesimiesten antavan aineetonta palkitsemista hyvin. Työn pysyvyys ja jatkuvuus yhdessä kiittämisen kanssa nousivat tärkeimmiksi aineettoman palkitsemisen menetelmiksi, joita odotettiin saatavan lähiesimieheltä. Mahdollisuus saada vaativampia työtehtäviä koettiin vähiten tärkeäksi aineettoman palkitsemisen menetelmäksi, jota odotettiin vähiten lähiesimieheltä.</p> <p>Johtopäätöksenä todettiin, että aineeton palkitseminen on hyvä johtamisen työväline, jota työntekijät odottavat saavansa heidän lähiesimihiltään. Ihmisten erilaisten aineettoman palkitsemisen odotusten takia on tärkeitä organisaation kehittää hyvää työelämää aineettoman palkitsemisen kautta pystyäkseen houkuttelemaan työvoimaa.</p>		
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1 INTRODUCTION

Europeans are living longer and healthier lives and the life expectancy is increasing at the rate of two to three months every year (European Union 2014, 8). The elderly population are growing among all the European countries and they are reaching the stage where they need help from others. The countries must consider how to respond to this need. (European Commission 2008, 3; OECD 2005, 20.) The year 2012 was a remarkable year for age structure in Finland, in this year there were for the first time more than 1 000 000 citizen over sixty five years of age (YLE News 16.8.2012). According to Eurostat statistics for 2012 there were over sixty five years of age in Austria almost eighteen percent and in Finland almost nineteen percent in relation to the entire population (Tilastokeskus 2014).

As a result of the economic situation, we have to improve the current non-material rewarding system towards more effectiveness. The immediate supervisors must start use non-material rewarding system to empower the personnel and increase the well-being at work. Despite of the European Union and the European economic integration the countries human resources management is still strongly lead and affected by countries cultural and institutional background (Muller, Lundblad, Mayrhofer & Söderström 1999, 67).

OECD (2014, 66) described that nurses play a critical role in providing health care to others in hospitals, long-term care institutions, primary care and home care settings. Many countries are facing the concerns about shortages of nurses which may escalate in future due to demand for nurses which is aggravated by increasing amount of retirement nurses. Notwithstanding about the tight health budget many countries are trying to increase retention rates in profession. (OECD 2014, 66.) Therefore the non-material rewarding is one of the good option to increase stability of nurses in organization together with the job satisfaction, motivation and commitment.

The health care environment is constantly changing. The development challenges are multi-directional to which affects nursing personnel adequacy and know-how to-

gether with the changes in the personnel structures. (Partanen, Pitkäaho, Kvist, Turunen, Miettinen & Vehviläinen-Julkunen 2008, 70.) Primarily you grow to be manager by increasing your knowledge of substances instead of developing your actual leadership skills (Kokkinen 2007, 19). Management's task is to create conditions for high-quality care and the development of the magnetic characteristics helps organizations, nurses and patients to achieve a number of important results (Partanen et al. 2008, 70-71).

People are expecting to be appreciated, cared for and acknowledged, especially in work and who we are. Kauhanen (2015, 123) defines that people are social persons and we need to feel to be connected in groups, like work places, which are the best environments to satisfied our social needs. Kouzes and Posner (2003, xi) wrote, that in order to feel connected to others we need applause and knowing. To do our best we need also enthusiasm and the energy from others. Mutual trust, working with competence nurses, autonomy and responsibility, ability to educate and support from the immediate supervisor together with the control of nursing environment are factors which are increasing the stable working environment (Partanen et al. 2008, 71-72, 74).

This MA thesis is a part of a Double Degree Programme between JAMK University of Applied Sciences in Finland and Carinthia University of Applied Sciences in Austria in which the author is involved in. Therefore comparison between the Austrian and Finnish long-term care occurs at work. The object of this research is to describe the personnel's knowledge about the non-material rewarding. The aim is to clarify the personnel's experiences and views about the non-material rewarding given by their immediate supervisor. In addition the aim is to investigate which non-material rewarding methods are experienced to be more important and more effective ones than the others.

The present thesis topic is timely and relevant, because the attractiveness is important than ever has been. The attractive organizations are able to meet the challenges in working life, like competition of young and knowledgeable employees; col-

laboration and mutual respect; sharing the know-how and experiences together with transferring the knowledge to younger generation. Therefore it is time to think of ways how organizations are able to attract skilled and qualified employees, who are committed to their work and the organization. (Meretoja & Koponen 2008, 10-11.)

The results are relevant for organizations to build an accurate and effective as well as individual form of non-material rewarding that enables the personnel's appreciation, motivation and commitment to work. Therefore the results of this master thesis is handed over to the service director of the services for elderly in the City of Jyväskylä and for the service director in Keljo in City of Jyväskylä for future use. They can use the results as they see fit in development of attractiveness in long-term care.

2 CHALLENGING HUMAN RESOURCE IN HOSPITALS

2.1 Management

"People management is a difficult skill" as Juuti (2011), a Finnish management expert and a professor of human research and management, who has written a number of books of management and related to the world of work and has published number of researches, said on his video. Most of the management theories are individual centric even though the management is not. The management is a divided action, where the manager must take into an account the other people, mainly the employees and stakeholders, but also have to pay attention to specific job and the goals which the organization has. Therefore the best form of management is a divided action where all the above mentioned things interact with each other. Scott (2010, 85) is in same line with Juuti (2011) that leadership is still seen now a days as a role rather that a process. A process which can be facilitated and extended beyond the administrative hierarchy. Kokkinen (2007) defines that management is a process, in which the aim is to achieve certain goals by using the material and human resources. With the leadership and interpersonal leadership skills the manager strives the organization and its members to work towards the achievement of the goals. The two-way communication along with the expertise of own field are skills which managers need to create

the direction of the action together with the employees. (Kokkinen 2007, 7-9.) The personnel has their own responsibility to lead themselves through their own experiences and feelings, because the correct and right kind of self-leading provides conditions for efficient and personal growth. Seeck (2014, 297) summarized, that it is no longer a challenge to streamline the work and commitment of employees. It is to get them to keep you going while maintaining their renewal and learning ability.

Because the services in health care has been financed with public funding and by organizational approaches, the structure of health care in hospital organizations has been traditional hierarchical bureaucracy and complex by the character. The bureaucratic structure is strongly shown in a standard guidance, organizational structure and business idea despite the fact that there is also staff-oriented special features which should be taken into account. (Syväjärvi, Lehtopuu, Perttula, Häikiö & Jokela 2012, 27.) By Scotts (2010, 83) opinion the health care is based in bureaucratic entities organized in administrative hierarchies that thwarts collaboration, limit interdisciplinary engagement and foster mistrust. By Blossom Yen-Ju, Yung-Kai, Cheng-Chieh and Tien-Tse (2011, 167) the government-run health care organizations bureaucratic and hierarchical way of managing may prevent the employees' participation in decision-making.

It is essential in attractive organization that nursing personnel should be in centered together with the patient. Even though the management enables the conditions for good work, is it organizations benefit that nursing personnel has possibility to influence actively in decision-making. (Partanen et al. 2008, 85.) Due to bureaucracy of the Finnish health care system the studied nurses responded that lack of opportunities to participate in decision making is reflecting their job satisfaction (Kvist, Mäntynen, Partanen, Turunen, Miettinen & Vehviläinen-Julkunen 2012). Reikko, Salonon and Uusitalo (2010, 25) defines, that leadership, which maintain the objectives of communicating and directing people, is influencing and controlling the employees in some direction.

Quality of collaboration between nursing staff members and between nursing staff and nurse managers is an important predictor how employees experience the job satisfaction. Through studies have emerged that nursing staff expressed the desire to receive more feedback, more understanding, and fairer treatment from the manager. The effective communication, psychological rewards, feedback, support, recognition, and mutually defined goals are the adoption of a supportive leadership, which can increase the job satisfaction. (Kvist et al. 2012.) According to Blossom Yen-Ju and others (2011, 174) when employees are involved in decision-making and defining tasks with peers it increases the job satisfaction. The job satisfaction has been shown to be one of the significant factor in nurse's commitment to work. It is in relation to employees' expectations of their work and extend the fact how long they like their job. A positive experience of being a part of well-functioning work group is one element of job satisfaction together with employer's personal perspective, like attitudes and behavior, about the job satisfaction. (Kvist et al. 2012.)

The environment in health care is diverse. The diversity is reflecting as an ordeal factor into job challenges, work health and meaningful work. By ensuring the meaningful work and work health we are ensuring that public health care stays as an attractive work place and the manager knows how to lead the personnel as well as prevent the workforce shortage. Therefore the understanding how the personnel is experiencing the meaningful of work is essential. (Syväjärvi et al. 2012, 3.) Scott (2010, 84) highlights that healthcare organizations around the world are in the situation where they have to find solution how to integrate the clinician competence in patient management with financial imperative of modern day delivery system.

When line organizations are distributed in specific profit units in hospital the number of manager's easily increases and due to that the management is challenged, because the manager might identify more with own specific field than in organization. The effectiveness of the organization can come from individuals, corporation, management or organization when we are viewing the human efficiency. (Syväjärvi et al. 2012, 29.) Kokkinen (2007, 8-9) said in his research the same thing than Syväjärvi and others (2012, 29-30) in theirs, that managers in hospitals are often selected in their

positions through their high expertise from the field. However the expertise does not guarantee the good human relation skills. Good management requires more than professional expertise, because the expertise from the field does not necessarily guarantee high-quality people management, which is based on achieved and pre-vailed trust and respect between the manager and personnel. Lack of trust or respect makes it harder to succeed in management despite of that how high the official position is or how much power you have. (Kokkinen 2007, 9; Syväjärvi et al. 2012, 29-30.)

Depending on researcher and research the personnel management can have two different kind of meaning, it can be seen as a part of management of supervisor or as a separate administrative unit (Kokkinen 2007, 15). By Scott (2010, 88) there are few pillars which are essential to organization which wants to learn, grow and improve. The organization must be committed to something beyond size and profitability. The system must be organized in the way that it promotes collaboration and leader must lead using a sense of shared values. Because creating a partnership between the administration and clinical staff is essential for innovation and collaboration. Blossom Yen-Ju and others (2011, 167, 174) dressed that in public organization the participation in decision-making, more respectful and supportive supervision together with opportunities for advancement are the factors which increased the employees' commitment to their organization. In addition the job autonomy, which employees' values, brings benefits for better work satisfaction and minimize the desire to leave.

Tufte (2013, 99) defines that all work is temporally structured, because the time schedules are necessary for efficient work performance. People sell their labor power to organization and organizations efficiency depends on the output of the workers in this limited amount of time. According to Tufte's article Andersson (2008) emphasized that time is neglected and made invisible by care managers and policy makers. Studies showed that in elder care time pressure is increased by the downsizing and new forms of organization. (Tufte 2013, 99-100.)

The practical and emotional aspects should be in balance in particular services because they are a combination which is essential to care workers in terms of constitut-

ing a holistic and meaningful care work performance. Care work performance is a complex phenomenon and when the temporal frame of performance is limited, flexibility is reduced and therefore authority is challenged. On the other hand despite of these the care workers responsibility still remains. (Tuftte 2013, 110-111.)

The field of management is generally divided in management of issues and tasks, as well as in people management (leadership). Both of these management's skills are essential for the success of the organization. In management few of the good qualities or skills which the immediate supervisor should have are skills to organize and divide the tasks among the personnel, motivation, communication and capability to develop the personnel. In leadership field the good skills for immediate supervisor are skill to coordinate, inspire and encourage which increases the personnel commitment to the organization. (Kokkinen 2007, 7.)

2.2 The ideology of Magnet Hospital

Although there are no hospitals which have the official magnet hospital status in Europe, there are hospitals which are using the model of magnet hospital as a frame of reference in nursing. Rauta (2015) defines that in magnet hospitals the employees are very well motivated and knowledgeable, and these organizations are desirable, efficient and secure places to work at. In magnet hospital model, the patients are in focus and they are more satisfied with the safe and high quality care. The model of magnet hospital directs nursing care, its management, and development. (Rauta 2015.)

Heikkinen (2010) quotes that Miettinen, the administrative director of nursing from KYS (University hospital of Kuopio), says that the magnet hospital model is very practical and it has a lot to give, because it combines the elements related to stability of the nursing staff, patient satisfaction, design of health care personnel, and quality of care management (Heikkinen 2010). Therefore the model of magnet hospital has been raised to be one of the frame of reference in this thesis, because the magnet hospital model has been used as a means to increase the attractiveness of health care.

The magnet hospital phenomenon, which derives from the nationwide nursing shortage, was first identified by USA in the 1970s and 1980s. During the nationwide nursing shortage they realized that there were still organizations which were still sought after jobs and did not suffer from labor shortages. 14 factors which increased the attractiveness were found when these organizations were investigated are presented in table 1. These were called a Forces of Magnetism. (Rauta 2015; Scott, Sochalski & Aiken, 1999, 9-10.) Factors which have importance staff job satisfaction, persistence and commitment, as well as treatment effectiveness and patient satisfaction. (Kääriäinen, Törmä, Torppa & Paasivaara 2009, 5).

Table 1. The fourteen Forces of Magnetism. (Modified from ANCC 2016a; Kääriäinen et al. 2009, 5-6; Shirey 2012, 83.)

<p>Quality of Nursing Leadership Leaders, at all organizational levels, are knowledgeable, strong and responsible risk-takers, who follow an articulated philosophy of nursing and support personnel to develop a high-quality work and to implement it.</p>	<p>Consultation and Resources Wide-ranging possibility to utilize specialist nurses or outside experts who are knowledgeable as expert consultants. To promote the involvement of nurses to take part in professional organizations and in the community.</p>
<p>Organizational Structure Low, decentralized management, decisions are made at the unit level and the organization is dynamic and responsive to change. Nursing is strongly represented in senior decision-making levels and there is functioning and productive system of shared decision-making.</p>	<p>Autonomy Freedom to create standards, set objectives, monitor the development of activities and measure the results. Nurses are expected to carry out independent judgement and to function autonomously and independently in multi professional group with consistent of professional standards.</p>
<p>Management Style Participative management style, good interaction, communication and feedback system. Managers are visible, accessible and easy to approach.</p>	<p>Community & Health Care Organization The image of hospital is strong, positive and productive. The relationships are strong and established within and among all types of health care and other community organizations.</p>
<p>Personnel Policies and Programs Personnel policies and programs, are created with direct nurse involvement and they support professional nursing practice, work/life balance, and the delivery of quality care. Creative and flexible personnel. Nurses are responsible for their own activities and for care of work.</p>	<p>Nurses as teachers Students are welcomed and supported in the organization. Contractual arrangement are mutually beneficial and nurses are involved in educational activities by teaching a colleagues, individuals, groups and society in their own activities, as well as themselves.</p>

Table 1 continues in next page

Table 1 continues

<p>Professional models of care Nurses are accountable for their own practice as well as the coordination of care and they have the opportunity to influence in the planning of work. Nurses have responsibility and authority for provision of direct patient care by taking into account the unique needs of the patient.</p>	<p>Image of nursing Nursing employees are seen as integral to health care organization as well as skillfully, reliable and skillful. They are valued and characterized as essential service providers and a member of the health care team.</p>
<p>Quality of care Nursing managers are responsible to develop a high quality, high standards as well as productive nursing and good work environment, where nurses are able to provide high-quality care.</p>	<p>Interdisciplinary relationships Mutual respect is based on the premise that all members are essential and meaningful. The collaborative working is valued. The conflict management strategies are in place and used, when indicated.</p>
<p>Quality improvement Nursing personnel are involved in quality improvement through the education. Organization has structures and processes to measure the quality care and services they are offering.</p>	<p>Professional development The continuous, life-long learning and the personal and professional growth and career development is valued and supported. The competency-based clinical and leadership/management development is promoted and all professional development programs are provided.</p>

Partanen and others (2008, 85) describes that for organizations the magnet status is good additional investment, because the good organizational image attracts knowledgeable and skilled managers and employees. Meretoja and Koponen (2008, 9) continues that it is even more important for organizations to be attractive, because the attractive organizations can develop their operations, increase the productive and to meet the current challenges of working life by ongoing renewal and learning. The keys to success are well-being at work and good working conditions. In attractive organization main factor in management and support structures is to offer meaningful and challenging work, encourage and support the work culture, enable the career development and take into account how to adapt the work and life.

In 2008 the new model of magnetism were developed due to the ability to survive in the middle of constant changes. In new model called "Magnet model" the focus is in nurses' retention and increasingly in the results of operation. Also the focus is in preparing for the future by promoting the use of evidence-based information and activities. (Orre 2009, 9.) Shirey (2012, 82) wrote that the new magnet model emphasizes five components within global issues in nursing and health. The key elements in this model are: Transformational leadership; Structural empowerment; Exemplary professional practice; New knowledge, Innovation and Improvement; and Empirical out-

comes (ANCC 2016b; Orre 2009, 9; Kääriäinen et al. 2009, 8-9; Shirey 2012, 82). The Magnet Model is introduced in the following figure (see Figure 1).



Figure 1. Magnet model (ANCC 2016b)

Transformational leadership is vision-oriented, which aim is to achieve the objectives in long term, and where the managers leads the employees where they need to be to encounter the future health care demands. Confidence-inspiring leader acts as a role model and is a visionary, goal-oriented and consistent with influence, clinical knowledge and expertise in nursing practice and leadership. (ANCC 2016b; Kääriäinen et al. 2009, 9; Orre 2009, 11; Shirey 2012, 82.)

The purpose in structural empowerment is to achieve the organization's mission, vision and values together with desired outcomes. All leaves from management where manager allow professional practice to flourish and employees to have freedom and resources to develop, direct and find the best ways to accomplish desired outcomes. The flow of information and decision-making is multidirectional and nurses are involved in shared governance. (ANCC 2016b; Kääriäinen et al. 2009, 12; Shirey 2012, 85.)

Shirey (2012, 85) defines that exemplary professional practice is essential of the magnet organization, because it requires a comprehensive understanding of the autonomous role of nursing with patients. Kääriäinen and others (2009, 15) are in same line with Shirey (2012, 85) that comprehensive understanding, which includes treatment, autonomy and sciences relations is essential, because these are templates which guides the practice, ethical actions, functions and quality processes. ANCC (2016b) adds that effective and efficient care services, interprofessional collaboration, and high-quality patient outcomes are key elements in exemplary professional practice. Collegial working relationships within and among the disciplines ensure that care is comprehensive, coordinated, and effective through the quality improvement model.

In new knowledge, innovation and improvement, which are the responsibility of magnet organization, the knowledge brought on by the research work is promoting the introduction and development of new approaches, innovative guidance of nursing interventions and visible contacts with the health scientific research. In other words it integrate evidence-based practice and research into clinical and operational processes. The use of new models of care, to apply evidence to practice, to make visible contributions to nursing science and continuously improve the quality are magnet-aspiring facilities. (ANCC 2016b; Kääriäinen et al. 2009, 17; Shirey 2012, 85.)

ANCC (2016b) defines that the empirical measurement of quality outcomes related to nursing leadership and clinical practice is imperative in organizations, because this is a simple way of demonstrate the organizations excellence. These measurable results derives from practice (Shirey 2012, 85), which are related to nursing, employees, patient and clients as well as to organization (Kääriäinen et al. 2009, 20.) By measuring these results and outcomes, right sizing of personnel and know-how (quality of knowledge) can be placed in orthodox which are effecting the quality of nursing (Kääriäinen et al. 2009, 20.)

3 DEFINITION OF LONG-TERM CARE AND ITS NATURE

As earlier was mentioned the Europeans are living longer and healthier lives and the life expectancy is increasing at the rate of two to three months every year (European Union 2014, 8). The life expectancy at age of sixty five has increased substantially in European Union in 2012, even though not in the same way in every country (OECD 2014, 9, 18). The life expectancy for women is almost equal in both countries, in Austria and in Finland. In Austria the life-expectancy for men is slightly higher (OECD 2014.)

By the year 2050 the total amount of elderly over sixty eight years of age is increased seven percent and elderly over eighty years of age is increased enormously, 174 percent (Spidla, 2008, 3). In 2050, twenty eight percent of the population will be sixty five years old or above (Riedel & Kraus, 2010, 10). The increase of population, especially among the aged sixty five or older and in aged eighty or over, will be sharper in Finland than in the EU countries as a whole (Johansson 2010, 6). The elderly population are growing among all the European countries and more of them are reaching the stage, where they are depending on help from others due the declining physical and mental health. Therefore every country must pay more attention on how to respond to the need of the specific care of older persons. (European Commission 2008, 3; OECD 2005, 20.)

Many EU countries has to squeeze the health budgets because of economic crisis and therefore the policy makers are facing the challenge to maintain the high-quality care and affordable health care for all with the reduced resources (OECD 2014, 3, 124). During these economic situations the both countries, in Austria and in Finland, the annual average growth rate in capita in health expenditure has decreased, but still has maintain as a good. The Austria (EUR 3676) was well above the EU average (EUR 2193), and spends more on health than Finland (EUR 2672) on OECD report; Health at a Glance: Europe 2014. In both countries the spending on health comes more from public sources, on average three-quarters, than from private sources. (OECD 2014, 120.)

Earlier in Austria the long-term care was considered to be a responsibility of family. The year 1993 was a milestone for Austrian long-term care because of the reform programme with two main parts: cash benefits legislation and agreement between the federal and provincial authorities on responsibility for long-term care was released. The reform programme was still valid in 2010, where the responsibility stays in provinces and the federal has the responsibility to develop arrangements with regard to social insurance coverage for carers. (Haydari 2010, 1; Rieder & Kraus 2010, 13; Wallner 2010, 1.)

Now a days both countries have committed to ensure a universal system, high quality and affordable, in long-term care, like all European Union Member States (Spidla 2008, 2). The Federal Government in Austria plays a central role, through the legislation and its enforcement, and Federal Ministry of Health by preparing the laws; by protecting the public health, health policy and functions; by acting as a facilitator; by supervisory authority; and acting as a decision-maker (Stöger 2013, 6). In Finland the Ministry for Social Affairs and Health issues the guidelines for good practice. The State Provincial evaluates the basic services in regions; support the national development goals; and complements municipal evaluations. The VALVIRA (the National Supervisory Authority for Welfare and health) is controlling the quality at nation level in Finland. (Johansson 2010, 2, 4; Stöger 2013, 6.) In Austria the Federal Health Agency is monitoring Austrian health care systems development and is taking actively part in planning (Stöger 2013, 9).

In both countries there are laws which are directing the care for elderly. Because the health care is based on compulsory social insurance model and the social insurance is the most important source of health care funding, the most important legislation is the General Social Insurance Act (ASVG) in Austria (Stöger 2013, 11). In Austria the Home Residence Act (Heimaufenthaltsgesetz) and Placing Act (UGB-unterbringungsgesetz) are directing the institutions which are providing health care. The nine corresponding provincial Social Welfare Acts are the foundation for management and organization of social services. The Federal Long Term Care Allowance Act enables benefits in cash for persons in need of care. (Riedes & Kraus 2010, 1; RIS

2016a; RIS 2016b.) In Finland the health care is publicly funded. The Primary Health Care act and Social Welfare Act are the main laws which are directing the health providers. In 2013 the new law (L 908/2012): the law of support for the capacity of older people and older people in health and social services was published to support the elderly care. (Johansson 2010, 1; L 980/2012; Social and Welfare Ministry.)

The long-term care is a combination of benefits in cash and in kind in both countries. In Austria the benefits in cash are most important one while in Finland the LTC (Long-term care) system is mostly based in benefits in kind. (Johansson 2010, 3; Riedel & Kraus 2010, 1, 4.) The Social Welfare system in Austria is divided in three: social insurance (exchange for mandatory contributions), social protection (a coverage for special group; e.g. war victims), and social assistance (a need based safety net for individual cases). (Riedel & Kraus 2010, 1, 13.) In Finland the Social Insurance Institution of Finland contributes very little of anything to LTC in Finland, the funding is taken directly from taxes and user fees. The persons can also benefit in cash, Care allowance to pensioners, from Social Security Institution (KELA) if they need support for the user fees. (Johansson 2016, 4; KELA 2016.) In Austria the long-term care allowance financed from taxes is based on need for care, and includes seven levels of care needs, and is for exclusively dedicated to additional expenditures (Haydari 2010; Riedel & Kraus 2010, 1, 3).

In Austria the provinces have to provide social services (Riedel & Kraus 2010, 5) and in Finland the municipalities are responsible for both health care and for implementation of social policy, including long-term care (Johansson 2010, 4). In both countries if the province or municipality cannot provide the services by themselves they have to provide services in some other way. Like jointly with the other municipalities (in Finland) or by other institutions (in Austria) or through the private way. In Finland the municipalities can provide vouchers for the service users to use for private sector. In both countries; the municipality in Finland and the provinces in Austria; has to ensure that the service they are using is providing the service with an appropriate standard of quality. (Johansson 2016, 4; Riedel & Kraus 2010, 4.)

Even that there are no national definition of “a need for care”, there are guidelines for good care in Finland (Johansson 2010, 2) as principles and broad goals for care in Austria (Riedel & Kraus 2010, 21). In both countries they are more or less same: effective, high-quality services and financially sustainable way. (Johansson 2010, 2; Riedel & Kraus 2010, 21). In Finland the Ministry of Social Affairs and Health together with the Association of Finnish local and Regional Authorities issued the National Framework for High-Quality Services for Older People in 2008. This framework defines the values and ethical principles; equality, participation, individuality and security together with the guiding the provision of services for elderly and outlines strategies to boost quality and effectiveness (Johansson 2010, 8).

3.1 Definition of long-term care

The OECD (2005, 10) has defined long-term care as *"a cross-cutting policy issue that brings together a range of services for persons who are dependent on help with basic activities of daily living (ADLs) over an extended period of time"*. The services and assistance are provided for people who depend on help with daily living activities (Johansson 2010, 7) and are in need of some permanent nursing care. The long-term care can be administered as an outpatient treatment, where the nursing is carried at persons home or at service homes, or as an inpatient treatment, where the nursing is carried out at rest homes or at health centers wards. (Tilvis, Pitkälä, Strandberg, Sulkava & Viitala 2010, 76.) Spidla (2008, 3) wrote that by OECD definition in long-term care can be included rehabilitation, basic health care, home care, social services, living, transportation or meal services together with the assisting in work or daily operations if needed. By Ruontimo (2009, 22) the institutional long-term care is needed when other forms of services are no longer adequate to meet the increasing need for care.

In long-term care the definition means that the services and assistance are provided for the people who has lost their ability to function independently on daily basis. The ability has been lost due to physical or/and mental disability, old age or some special reasons. In long-term care the frail, elderly people needs assistance in their daily lives and activities; like eating, bathing, dressing, getting in and out of bed or using the

toilet. (European Commission 2008, 3; OECD 2005, 10.) The institutional long-term care for elderly starts when around the clock care cannot be provided at home anymore (Vuotilainen 2004, 9; Aejmelaeus, Kan, Katajisto & Pohjola 2002, 347).

Despite of the economic challenges, which are increasing constantly due to ageing, all EU countries have committed to ensure the high quality and affordable long-term care for their citizens. Definitions about the long-term care varies among the Member States of the European Union by the fact how countries are defining the long-term care. The definition may differ due to duration of treatment and care, and where they draw a line, between the availability of medical services (medical services) and non-medical services (social services). (Spidla 2008, 2.)

3.2 The nature of work in long-term care (LTC)

As the nursing is based on ethical principles and generally accepted values, its foundation is interdisciplinary knowledge base. In nursing the good knowledge base, the professional and communication skills together with ability for appreciative attitude and desire to help are needed. Because the ultimate goal at nursing is patient's good life. (Halme 2012, 101-102.) Räsänen (2011, 36-44) outlines that nursing can be comprise as an phenomenon of nursing where the nurses goal with means of care is to aid the person in need with persons' own terms towards the good life, quality of life and performance. In addition Sarvimäki (2009, 32-33) emphasizes that nursing is dignified work which we consider as a good and suitable for valuable people, those with an inviolable dignity.

According to Mäkipää and Hahtela (2011, 34-37) the nurses' expertise in nursing is based on "*evidence or research*". Jahren Kristofferson, Nortvedt and Skaug (2006, 15-17) sums up that meaning of nursing is nursing tasks, a measures and tasks which are carried out for the benefit of people whose are suffering from unstable health. They add that nursing is a profession to which training to carry out certain social functions by employees is characterized. By Hallila and Graeffe (2005, 73) and Vuotilainen and others (2002, 120) the one corner stone in long-term care is good treatment plan-

ning, individual and precise, which is essential for continuous of care and safety together with recording patient data.

When handling the rising demand for long-term services to meet the needs of growing elderly population the policy-makers are facing the long-term care issues, which have become increasingly important (OECD 2005, 15). Therefore the nurses' work has become increasingly strained and busier, inter alia, because of the high patient amounts and more demanding patients. Due to these changes the nurses are required a greater mental strength and ability to withstand heavier pressure. (Hildén 2002, 62.) Service Act Law for Elderly, which entered into force in July 2013, key task is to support elderly persons' well-being, health, performance and independent functioning and to improve elderly's' rights to get services together with increase the municipalities obligations to organize services (L 28.12.2012/980).

Kalkas and Sarvimäki (2000, 112) summarized, that the populations high level of knowledge has increased the nurses professional requirements. The patients increasing activity to participate in decision-making concerning their own treatment as well as to take responsibility for the care for themselves or their families. This is still true and like Hildén (2002, 63) said the constant changes in nursing requires the continuous development of professional skills. The development will last throughout nurses' careers. The development of work and professional development are elements in psychological concepts which are described as a terms of job satisfaction (Kvist et al. 2012).

The general job satisfaction among in nursing personnel have to be raised to the levels found in "magnet" hospitals, because high job satisfaction is an important characteristic of attractive, which was find out in Kvist and others (2016) research. In addition the study showed that the nursing leadership in Finland should be to evolve and take on a transformational role. Moreover the leaders must pay more attention to employees and provide them the opportunity to combine their work and personal lives. (Kvist et al. 2016.)

4 THE NON-MATERIAL REWARDING AS A METHOD TO INFLUENCE IN PERSONNEL AND THEIR MOTIVATION

4.1 Non-material rewarding

The whole rewarding system includes both material and non-material rewarding. The material rewarding consists basic salary, the monthly payment. In addition the initiative fee, bonuses and advantages, for example a car, apartment, cell phone or lunch, can be added in the material reward system. The compensation can be divided in salary, benefits and different kind of non-material rewarding. The non-material rewarding's are permanence of employment, working time arrangement, opportunity to develop and educate yourself, opportunity to participate in and influence, challenges, feedback from work, appreciation, appropriate tools and work environment (see Figure 2). (Hakonen & Hulkko-Nyman 2011, 11; Moisio, Sweins & Salimäki 2006, 17; Pylkkänen 2011, 23; Viitala 2013, 139.)

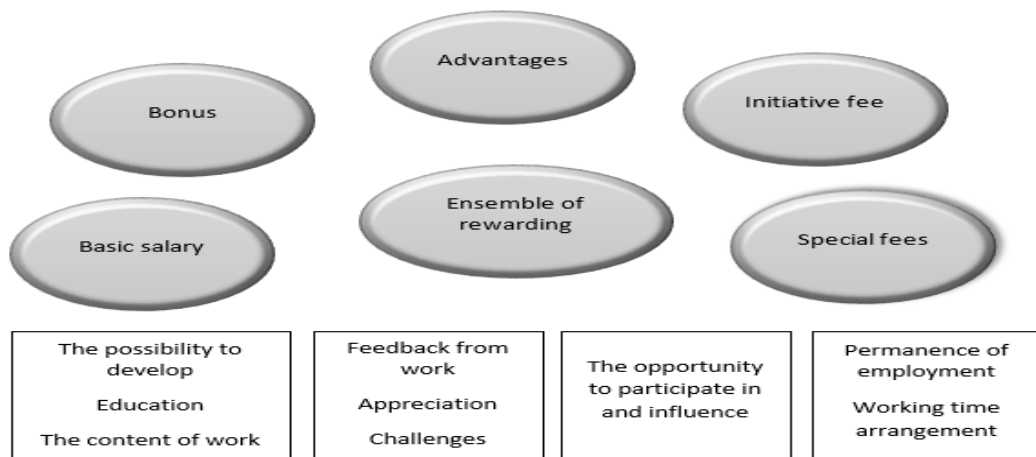


Figure 2. Ensemble of rewarding (adapted from Hakonen 2014, 36; Viitala 2013)

One of the most important and effective rewarding method is **the permanence of employment**, regardless of the fact does the employee have a permanent or time-limited contract of employment. The permanence of employment has a big influence, greater than is usually considered. By knowing how permanent the employ-

ment is, it gives people time to plan and organize their lives in advance. (Hakonen, Hakonen, Hulkko-Nyman & Ylikorkala 2014, 202-203.)

There might be need for flexible working hours and arrangements for employees due to changes in life situations. Organizing the work by taking into account the work environment is one of the main tasks in manager's work, where the manager's attitude toward the working time arrangement plays an essential role. **The working time arrangement**, a social capital in work places, is essential for both employees and employer, when the work time and family life are combined together. The knowledge of the working time act, collective agreements and working instructions together with the trust, co-operation and reciprocity are key issues when arranging the working time. (Hakonen et al. 2014, 202, 230; Työturvallisuuskeskus.) Now a days the working time act and collective agreements gives a wide range of possibilities to negotiate about the working time arrangements. At the best the work time arrangement may benefit both the organization and the employees' well-being and coping at work. (Työturvallisuuskeskus.)

The possibility to participate in and influence, feedback from work and appreciation are methods that are efficient and significant, and in which the managers can affect most through his/hers own behavior or actions. Through **the participatory modes of operation** the manager increases the employee's knowledge about workplace issues when the time required for deliver the information reduces. By participating the employees can influence in common issues in work places, like rewarding, own work, working methods, and pace of work. The possibility to participate in and influence have been found to affect in productivity, in the quality of the outcomes, in job satisfaction and job commitment. (Hakonen et al. 2014, 233-242.) Employees are appreciating the possibility to participate or influence – at least when it is possible in your case (Larvi & Vanhala 2014).

The appreciation and feedback from work are the core of the rewarding, and in successful rewarding these two methods are in order (Hakonen et al. 2014, 243).

Demonstration of appreciation to all members of the working place is the lifeblood

of good working as a supervisor, because one of the basic need for people is to feel appreciated, and respectful, friendly treatment strengthens and supports human dignity (Larvi & Vanhala 2014). Appreciation is all about simple but important manners; like saluting, being heard, fairness and taken into account, and it is shown as willingness to listen, encourage and accept employee's different background experiences. Behind the appreciation is the work life justice, a subjective experience, especially the justice of procedures and interactions and sometimes the justice is more important in appreciation than the actual outcome. However the fair procedures has been shown to improve work performance, commitment and satisfaction together with the productivity in organization. (Elo, Ervasti, Teräsaho, Hemmilä, Lipponen & Salimäki 2009, 61–62; Hakonen et al. 2014, 243–250; Larvi & Vanhala 2014.)

One of the most important – and most favorable rewarding method is **the feedback from work** and **recognition**. The feedback has the importance in the content of the work, it motivates and creates good togetherness. The feedback should focus on objectives and aspirations rather than victimization. Through the feedback from work the employees knows what is expected, how they are performing and what to change in their work together with how to develop the work. The positive feedback energizes, inspires and creates an atmosphere of appreciation, but also the constructive feedback is essential. The development discussion is a place for constructive feedback. (Hakonen et al. 2014, 251-261.) **Thanking**, one small word and a common everyday matter, is influencing in the level of performance. Thanking is easy way to show appreciation and to establish the desired activities in the organization. (Lehtinen 2013.)

The competence is a competitive asset, which is desired to hold on to, therefore **development** and **educational opportunities** are one of the main rewarding method in organizations. Through the employees eyes these methods are essential for your own well-being and motivation, because most of us want to develop and learn and the desire to feel yourself valid in your work is common for all of us. Through acquisition of information, participation and knowledge creation together with problem-solving, the learning is everyday manner. The working cycle, progression in the more

demanding work tasks and career paths are the pathways to personal development where person can broaden and deepen their knowledge and acquire special skills. (Hakonen et al. 2014, 262-276.)

Even though, that management and rewarding is one of the top published and discussed issues, it is difficult to combine them together. It should be normal in organizations that when you succeed in your work you be rewarded in one way or another. Rewarding is challenging due the persons different kind of reaction and motivation regarding rewarding. (Kauhanen 2015, 13.) The rewarding can be economic or social even though it is usually seen as a compensation from the performed work. (Moisio et al. 2006, 17).

Social rewarding, like recognition, is that kind of rewarding which cannot be measured in money. They are factors which produce pleasure, motivation and gets the employee to feel valued and important in their organization. The public rewarding is effective one in rewarding and it requires consistence and fair line, even though it is hard to implement due to fear of envy. The public rewarding are commonly performed during the celebrations, anniversaries and retirements which makes them faceless. (Viitala 2013, 162-163.)

Paakkolanvaara (2012, 15) states that individuals are experiencing or expecting differently what kind of the rewarding is or how it should performed. The rewarding is all what the employees appreciates or gets from the work which they are performing to organization. For employee who is receiving rewarding it can be motivating, committing, and energizing or inspiring experience, how he or she feels or appreciate it. (Handolin 2013, 26; Moisio et al. 2006, 17). The lack of appreciation from employees toward non-material rewarding might be the problem when talking about non-material rewarding. Employees might not even know what non-material rewarding requires from organizations or why certain practices are used. (Kauhanen 2009, 120-121.)

Therefore the rewarding must be implemented rightly and openly to minimize the visible value of the difference between the employees, because the fairness and equality are the key factors in work motivation (Viitala 2013, 16). By involving employees to participate in programs which affect them directly such as the design, implementation and assessment of reward programs, the immediate supervisors can enhance employees' engagement and motivation. (Miller 2010).

Very significant part of rewarding is offering ways to develop professionally, which increases the commitment to job (Viitala 2013, 164). It has been shown in several studies that quality of work, career development, organization climate and work/life balance all have higher impact on employees' engagement and motivation than financial rewards, such as basic salary, benefits and monetary incentives. (Miller 2010.)

The successful non-material reward system is one way to respond to the availability of labor, employee's wellbeing and controlling the operation of challenges. The immediate supervisors have a high role in rewarding. The organization should influence for the immediate supervisor authorities, knowledge and willingness to use non-material reward as a part of their management work. When improving rewarding it should be knowledge for whom it is improved. (Hakonen & Hulkko-Nyman 2011, 9, 22, 64.)

4.2 Motivation

Word motivation derives from Latin word "Movere" which means 'to move'. Motivation is usually defined as a state of mind which determines in which activity and in which direction the individual is acting in certain situations. (Paakkolanvaara 2012, 13; Ruohotie 1998, 36.) Niermeyer and Seyffert (2004, 12) emphasize that motivation is an outcome from some process not a trait. The current conditions may effect in future motivation, therefore the motivation can change tremendously during our lives and situations.

Motivation is often seen as a reward, which drives the persons to achieve the goals or rewards from good behavior or from good productivity. The motivation is seen also as an emotions, which are an inseparable part of everyday life, both inside and outside of the work world. (Maddock & Fulton 1998, 10-11.) The motivation is a complex phenomenon, which is based on assumptions, because the motivation cannot be measured or detected (Paakkolanvaara 2012, 15). The basis for the motivation is motives, which are needs, desires, instincts or rewards and punishments. These goal-oriented motives may be conscious or unconscious. Motivation, a state which is created by motives, can be defined as an individual's status. A status, which determines where the person's interest is oriented and how actively engaged the person works. (Paakkolanvaara 2012, 13; Ruohotie 1998, 36; Terveysverkko)

Motivation can be divided in internal and external motivation that may occur simultaneously and however are complementary to others, and therefore are not meaningful to separate completely from each other. In internal motivation, the motivation is self-generated and the work itself, which the individual is doing purely because of its meaningfulness and content, rewards the individual. In external motivation, the motivation is dependent on environment, and the individual act is guided by the rewards and outcomes. Mostly the external motivations are satisfying the individuals basic needs; like salary, stimulation, feedback, support and possibility to participate, the safety or cohesion needs in Maslow's need of hierarchy. Therefore the external motivation might not bring satisfaction or joy for the person during the process. (Paakkolanvaara 2012, 14-15; Ruohotie 1998, 37-41; Terveysverkko)

Kauhanen (2015, 13) defines that many background variables, like age and generation, are effecting in motivation. Employees are having different kind of expectations from their work and life, expectation which are influencing the way of management. In management which must be done in various ways to achieve a good work performance of personnel. According to Paakkolanvaara (2012, 15) the motives are difficult to inter by the observation because of the behavior may be expressed by a number of the motives and the personal variations can significantly change the motives manifestations. The individual's motives may change during the time and they may be in

conflict with each other. Ruohotie (1998, 41) defines that general motivation is seen as a synonym of attitude. However there are differences between motivation and attitude. Attitude addresses the person's negative or positive feelings about the object, person or situation. The attitude is more stable and slowly changing responsiveness while motivation is short-term actions and usually is related to one act at a time. The attitude is influencing more on quality of act while motivation is influencing in which alertness the act is done.

The organizations can influence in with the use of incentives how eagerly the personnel seeks the objectives (Paakkolanvaara 2012, 14). Viitala (2013, 139) defines that besides the good salary employees are expecting other kind of compensations from their work. Work gives employees the value for human needs to develop and fulfill themselves. It offers employees the possibility to join groups, create human relationships and feel appreciate and cared for. Through the work people get status value because of security, consistency and financial benefits. The values and acceptations are not same to all of us which results to that it is difficult to give equal non-material rewarding.

In his article Humelnicu (2014) describes a model which was developed by Guest in 1992, where rewarding is one element of the key levers, as shown in Figure 3. These levers should be used properly in order to deliver four Human resource management outcomes. To sustain the Human resource system, all four outcomes must be present together with leadership, culture and strategy before the organization can be lead in higher productivity in several areas. All the human resource management practices have to be internally consistent and support each other in order to improve performance in organization.

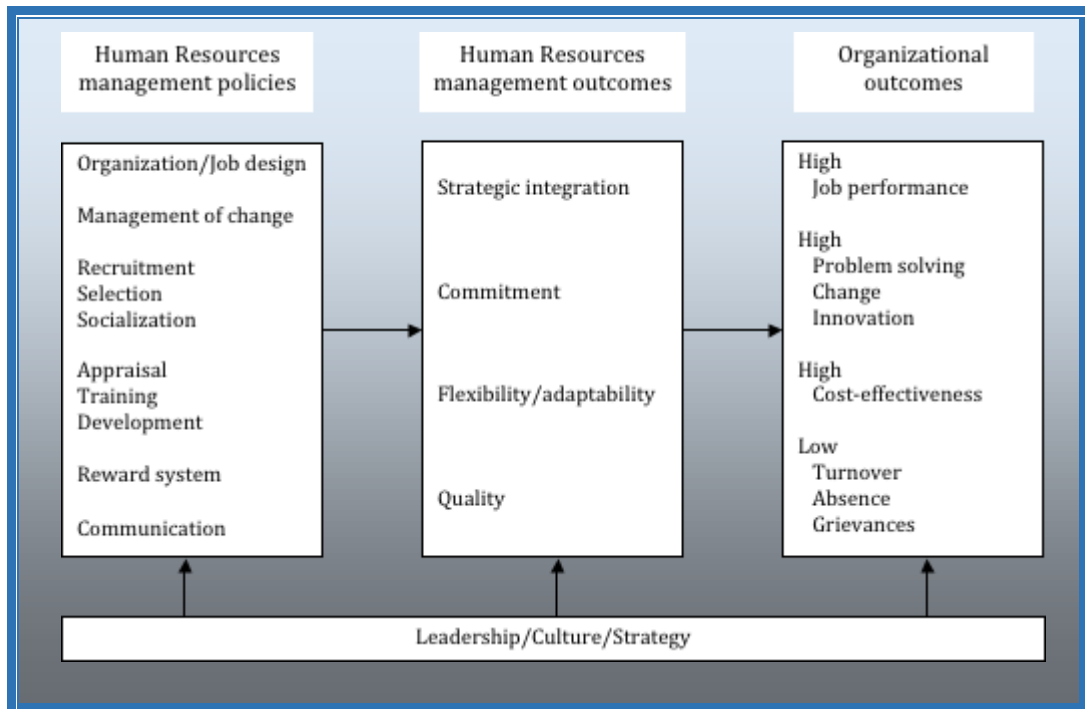


Figure 3. A model of HRM by David Guest, 1992 (adapted from Humelnicu 2014)

In order to do our best, Kouzes and Posner (2003, xi-xii, xvi) defines, that we need to feel connection to others, through applause, knowing and enthusiasm, because greatness is never achieved all by ourselves – alone. The immediate supervisors must apply these principles and practices to their daily work to support the basic human need; the appreciation of who we are and what we do. They continue that the nature of leadership is dichotomous where the immediate supervisors must have courage themselves and ability to impart it to others. It is about firmness and fairness, toughness and tenderness, guts and grace, fortitude and gratitude, passion and compassion. Altogether the immediate supervisors must know how to hearten employee so they may develop and experience themselves towards the best performance.

Dzuranin and Stuart (2012, 1) were along the same lines with Kouzes and Posner that immediate supervisors need to understand the implication of the alternative or additional incentive system if they want to improve employee performance. The rewarding has many forms, both material and non-material way. Most important thing about non-material rewarding is to use it properly and correctly. Non-material rewarding should be used as a common every day thanking and appreciation in work

place. McLeod (2015) wrote that as early as 1948 Skinner realized through his studies that by using the positive and the negative reinforcement people usually changed their behavior.

Nursing is very motivating work which provides interesting and challenging work. A work in which they can apply a wide range of skills and expertise together with patient feedback that motivates nurses. (Kvist et al. 2012.) Job autonomy, which increases task variability and more customized care for patient, is positively related to personnel's motivation (Blossom Yen-Ju et al. 2011, 167). One way to motivate and reward the personnel is to invite them to join in organizations social network and let them be a representative of the workplace. These have important psychological effects for the personnel. By this the personnel is building a relationship with the organization from a new perspective. (Viitala 2013, 163.)

4.3 Review of the motivation theories

Many theories have emerged, subsided and re-awakened leaving always their mark on the existing theories (Seeck 2014, 346). According to Seeck (2012, 140-141), Väänänen (2006, 27) wrote, that the Finnish business is based on the post-war authoritarian style of management, in which is not needed measures to improve personnel welfare before the interpersonal school you learn began to affect in the 1960s. At that point the mental well-being of personnel starts take into an interest. Through the organizational culture paradigm, in which the organization was a workplace with own identity and culture, and where the personnel were lifted as an important individuals who needed a meaningful motives for motivation activities, the Finnish management is transformed into a current management, which is based on systematic scientific business management, while the human resource development and human resource management have features from the interpersonal theory (Seeck 2014, 225-229, 292, 346).

Peltonen (2008, 45-46) defines, that one of the characteristic features in post-bureaucratic organization is to base the management on inspiring the employees and

mutual trust. The post-bureaucratic organization, where the employees' flexibility and multi-skilling is very typical, the organization works flexibly, and without a hierarchical structure. The employees' competence is assessed through a number of sources, and not just training of the current drive. The post-bureaucratic organization operates in accordance with the values and strategies, which are jointly developed. According to Tanskanen and Nenonen (2009, 10) in post-bureaucratic organization the ability to adapt changes, which are taking place in constant and accelerating pace, is essential. Therefore in post-bureaucratic organization the sense of responsibility shared by all the employees is the driving force for the functioning.

The managers and management, which is ever-changing knowledge and practices because of the results of prevailing views and eras, is needed for the development of society and for going forward (Lecture Materials 2014). Prevailing paradigms or management theories are strongly influenced by what is at any given time considered to be a correct way or fact in management that are at the same time reflecting to the human values and perceptions during that time period (Lecture Materials 2014; Reikko, Salonen & Uusitalo 2010, 23). In marketing rationalism the companies, both private and communal, must be competitive both nationally and internationally, on the terms set by the market. In modern times, the market has to be monitored closely and in changes have to be able to react quickly. In marketing rationalism the employees are seen as short-term project workers, whose know-how is used only when necessary and targeted. (Seeck 2014, 302–303.)

Seeck (2014, 304-305) emphasizes, that this approach poses challenges and risks to the strength and well-being of employees, and exposes the organizations for invoice of creativity and innovation. It can be thought that the deficiencies of marketing rationalism create a basis for a new normative human-centered organizational and management paradigm; for a welfare management. Already Mayo, a pioneer of the development of personnel management, drew attention to employees' valuation. This way the interaction, cohesion, awareness and appreciation were added to results of operations. All of these increased motivation and commitment to the work

community, through which the productivity improved. (Virtanen & Stenvall 2010, 22.)

According to open possibilities and soaring development of information technology the personnel should be capable of challenge the development. The employees should be capable of continuous innovation and increase competitiveness in the market quickly, expertly and with anticipation. They should be able to foresee the future. (Lecture Materials 2014.) It can be said that welfare management is one of most important managerial doctrines of the 2010s in Finland, whose traditions go all the way to the interpersonal school of doctrines. There has woken up to think that well-being at work goes hand in hand with productivity. (Seeck 2014, 305-306.) Syd-änmaanlakka (2008, 5-9) emphasizes that management starts at self-management, and one goal in management is to achieve well-being at work.

Motivation theories has been develop over the last 100 years or so. They all have their own perspective in motivation and therefore they unfortunately do not reach to the same conclusion. Paakkolanvaara (2012, 18) emphasize that according to Leidecker and Hall (1981, 23) theories does not always succeed in practice, because they are misunderstood or with the poor application of the concepts. Paakkolanvaara also emphasize that theories are always connected to culture. These theories all have same characteristics. They all concern with identifying specific factors that motivates people, and they are e. g. satisfying people's need for pay, promotion or recognition. One similar approach for all these theories is to answer to the question "What factors in the workplace motivate people". (Yenna 2013.)

The social and health care services are operating under a number of provisions, control and expectations, thus being challenging management environments (Reikko et al. 2010, 21). The managers must know how to lead with the subject of motivation. Therefore classic theories like the **Maslow's Hierarchy of needs Theory** and **Herzberg's Two-Factor Theory** has been selected in this thesis, even though these motivation theories has been developed in the time when the organizations intervention logic was bureaucratic (mechanistic). While the hospitals now a days have moved

into the post-bureaucratic world, the traditional operating model still sits deeply in organization culture. Thus the Maslow's and Herzberg's theories has explanatory power in hospitals or long-term care environments due to their timeless content which gives tools and knowledge to respond to people's continuous need for motivation and satisfaction in work places and combining the work with the private time. In addition the research of nursing quality indicators by Paris and Terhaar (2011) supports the use of Maslow's hierarchy of needs theory because they identified that the practice environment levels of needs corresponded with Maslow's hierarchy of needs. The Maslow's and Herzberg motivation theories foundations has not changed, even though they have introduced to the world more than half a century ago, only the development of society has change the targets of satisfaction needs, and now a days there are much more ways and forms how to fulfill these needs.

4.3.1 Maslow's Hierarchy of Need Theory

Abraham Maslow introduced in mid 1940s the concept of a hierarchy of needs, shown in figure 3, a most widely discussed theory of motivation, which suggest that people are motivated to fulfil first the basic needs before they move on to more advanced needs. Maslow believed that people have an innately desire to be self-actualized and they possess a constantly growing inner drive that has great potential. Maslow hierarchy of need is often displayed as an ascending pyramid, which can be divided into two categories: deficiency needs (physiological and safety) and growth needs (belonging, self-esteem and self-actualization). These are five levels that employees need to be fulfilled at work. The basics needs starts from bottom and become more complex needs when reaching to the top of the pyramid. By climbing up the pyramid people's needs become increasingly psychological and social. (Cherry 2015b; Paris & Terhaar 2011, Maslow 1998, xx.) Unfulfilled needs in lower levels are inhibiting the person to climb to the next step by Maslow (Juuti 1983, 71).

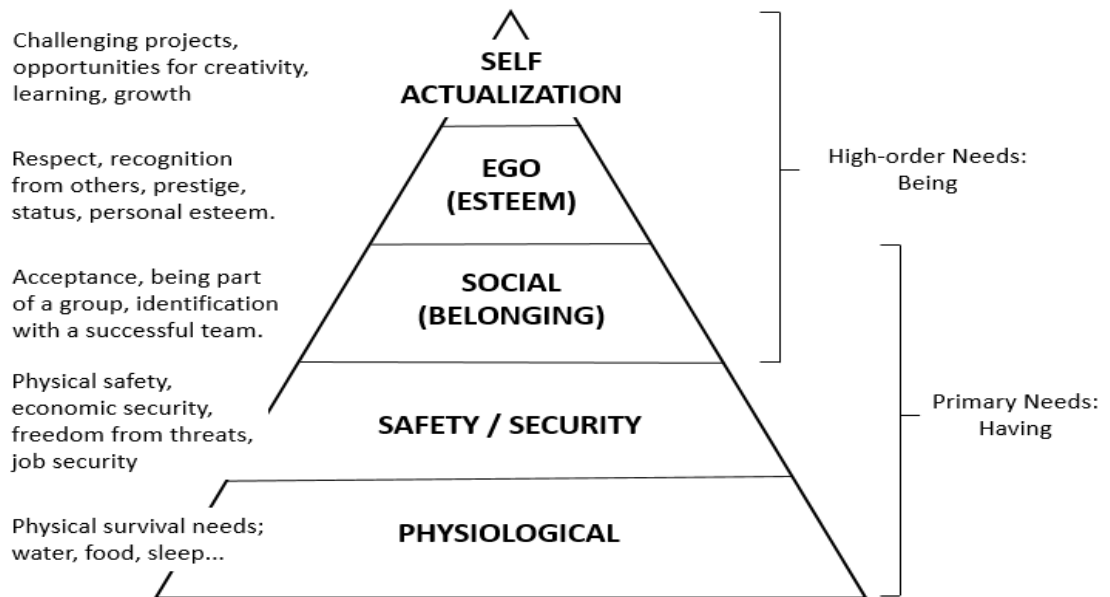


Figure 4. A Maslow's hierarchy of needs (adapted from Maslow (1943) by Mathe, Herve, Pavie, Xavier, O'Keeffe and Marwyn (2011, 12))

The physiological and safety needs in the bottom of the pyramid are the basic needs, which are in first priority to be fulfilled before the person finds fulfillment for the higher or more complex needs. Physiological needs, needs which has to fulfill over and over in short period of time, and safety needs are limited needs, needs which moves to background when are fulfilled to a certain point. (Juuti 2006, 46; Peltonen & Ruohotie 1992, 54.) In other words the most hierarchy of needs are activated in cycles and every strength of need varies in accordance with the satisfaction level (Peltonen & Ruohotie 1992, 54).

Physiological needs, instinctive and apparent ones, are needs that are vital to survival; like food, water, sleep, and warmth. All behaviors will be focused to satisfy these needs if there is deficits on this level. (Cherry 2015b; Hersey & Blanchard 1981, 34-39; Juuti 2006, 46; Peltonen & Ruohotie 1992, 54.) According to Juuti (1983, 70) Maslow believed that physiological needs are most dominative ones and Hersey and Blanchard (1981, 39) illustrates that fulfillment of physiological need is connected to money, a tool to satisfy physiological needs.

When physiological needs are fulfilled the person moves on to fulfill the need for safety and security. Safety and security needs are not so demanding needs as the physiological ones, but still important for survival. The shelter from environment and steady employment along with financial security and physical safety which are emphasized by Maslow are safety needs. (Cherry 2015b; Juuti 2006, 46; Peltonen & Ruokotie 1992, 54-55.) According to Hersey and Blanchard (1981, 40) the safety needs are obvious and common; like security of employment as Juuti (2006, 46) pointed out as an example when person is working harder under a fear of unemployment.

When physiological and safety needs are fulfilled the person according to Maslow moves to fulfilling the social needs, which are important for our psychological and physical well-being. Belonging, love and affection are included in these needs. Social needs are unlimited, and they can be fulfilled in work or in free time. Like Kouzes and Posner (2003, xi-xii, xvi) said we need to feel loved, appreciated and to be a part of a community, the Maslow's third level comprises the same idea; the relationships with family members and friends together with the sense of being part of a group in society. The relationships in organization can be significant influence in person's motivation and behavior together with the person's goals and values. (Juuti 2006, 46; Peltonen & Ruokotie 1992, 55.) Hersey and Blanchard (1981, 42) resemble that social needs are complex phenomenon which is more significant for someone than the other.

Self-esteem, personal worth, social recognition, and accomplishment are esteem needs. Esteem needs, which can be divided in two groups; attempt to gain an appreciation and to desire to appreciate others, are describing the person's effort to gain power, attention and status. On the other hand it should be remembered that persons has different kind of needs, interests, strengths and weaknesses, that causes that the self-realization varies tremendously from person to person. The self-respect, confidence, competence and independency are factors which are related to esteem needs. Esteem needs are unlimited, and their satisfaction does not lead to saturation. (Juuti 2006, 47; Peltonen & Ruokotie 1992, 55). Hersey and Blanchard (1981, 45) addresses that need for status is self-limiting, because when a person achieves

the limit which satisfies, the power to achieve the position reduces, and turns into preserve of the value of position more than increase it.

The highest level of Maslow's theory, the peak of hierarchy, is need for self-actualization. To achieve this level the other needs must be satisfied relatively well. According to Cherry (2015a) the need for self-actualization is described as: "*...the desire for self-fulfillment, namely, to the tendency for him to become actualized in what he is potentially*". In other words, person has need to use the full capacity and person aspires to become as a person he can be. Persons, who has recognize their capacity and try's to use this capacity as a whole, are implementing themselves in Maslow's opinion, even though they cannot implement this need completely. (Juuti 1983, 71; Peltonen & Ruohotie 1981, 55).

According the Mathe and others (2011, 16) the lesson for managers today is to begin with the provision of a safe, secure working environment. After this encourage and positive interpersonal relationships are in order. They are followed with the fact that managers have to provide employees with opportunities for higher-order needs such as personal growth, advancement and self-fulfillment.

In Maddock's and Fulton's (1998, 8) opinion the Maslow' hierarchy of need does not explain the motivation. In their opinion people can reach the higher levels in Maslow's ladder, even though they have not fulfilled the early steps. They also addressed that Watson (1996) found out that Maslow's hierarchy of need is not unequivocally explanation to motivation, it is a simple theory and graphic one, which is easy to remember. According to Maddock and Fulton (1998, 9) Soper, Milford and Rosenthal (1995) are addressing that Maslow's theory has some short of status rather than as a scientific explanation of motivation because of the fact that Maslow's theory has never been researched or supported by empirical facts. Juuti (2006, 48) is in the same lines with the other, that Maslow's hierarchy of need is after all a simple theory, which however demonstrated that there are wide range of motives which influence people's behavior.

4.3.2 The Hertzberg's Two Factor; Motivator-Hygiene Theory

The respect and necessary need to self-improvement are stated to become increasingly important when people mature (Hersey & Blanchard 1981, 67). One of the most interested and thorough research about this matter was Herzberg's extensive research which studied workers opinions about what are the factors that satisfies, make them happy in their work or what are the factors that unsatisfied them in their work. By analyzing the research results, which dealt with the motivation of work, Herzberg developed a unique two-factor theory of motivation in 1959, which is also called motivation-hygiene theory. (Hersey & Blanchard 1981, 68; Juuti 2006, 28; Mathe et al 2011, 18; Peltonen & Ruohotie 1992, 58.) These two factors of needs, shown in figure 5, which are independent of each other, are based on the idea that different needs have a different impacts on the motivation of people at work. (Hersey & Blanchard 1981, 68; Mathe et al. 2011, 18; Peltonen & Ruohotie 1992, 59).



Figure 5. Two factors of needs: Hygiene and motivators (adapted from Herzberg (1959) by Mathe et al. (2011, 19)

When analyzing results of his study Herzberg found that people who felt dissatisfaction with their work drew attention to the working environment and working condi-

tions, and these factors he named to be hygiene factors (Hersey & Blanchard 1981, 68). Hygiene factors, which are usually perceived in job dissatisfaction, causes more often dissatisfaction than satisfaction. These factors are connected to people's relations towards the work environment and other factors in environment (Peltonen & Ruohotie 1992, 59).

The administration and human resource management are most important satisfaction factors in organization. The other hygiene factors which 'surround the job' are salary, wages and other benefits, company policy, good inter-personal relationships, quality of supervision, job security, working conditions and work or life balance. (Peltonen & Ruohotie 1992, 59.) Mathe and others (2011, 18-19) describes that these hygiene factors cause dissatisfaction and demotivation if they are unfilled. They continue that these hygiene factor which refer to external environment correspond to the primary needs for security, safety, interpersonal relationships, and so on. Peltonen and Ruohotie (1992, 59) addresses that by improving these factors can reduce the dissatisfaction, but cannot increase the satisfaction. Paakkolanvaara (2012, 22) addresses that Herzberg (1968, 78) defines that hygiene factors are not the factors which are essential to give person a sense of growth and development. Therefore these hygiene factors do not lead to greater satisfaction.

The other group of needs was concerned the job itself, and was seemed to be related to needs to grow and develop, and these factors Herzberg named to be a motivator factors. Motivator factors, like personal achievement, recognition, responsibility, opportunity for advancement, causes more often satisfaction than dissatisfaction. (Peltonen & Ruohotie 1992, 59.) Mathe and other (2011, 18-19) clarifies that these motivator factors correspond with the higher-order of needs and they refer to intrinsic factors of the job. They also addresses that these factors may have significantly positive impact on motivation.

Hersey and Blanchard (1981, 68-69) writes that these factors has a positive influence in job satisfaction and they usually leads to individuals overall capacity expansion. Peltonen and Ruohotie (1992, 59) also defines that addressing the motivator factors

can be increase the satisfaction, but lack of these factors may not necessary cause the dissatisfaction. In turn the satisfaction of motivator factors allows the individuals to grow and develop in mature way, in the way that usually includes the growth of ability (Hersey and Blanchard 1981, 71).

One of the main discoveries in Herzberg's theory was to find out that the opposite of satisfaction is not dissatisfaction. Instead the opposite of satisfaction is no satisfaction, the lack of satisfaction. In the same way the opposite of dissatisfaction is no dissatisfaction, the lack of dissatisfaction. (Mathe et al. 2011, 18; Peltonen & Ruohotie 1981, 59; Stello, 6.) According to Stello the satisfaction of hygiene needs can prevent dissatisfaction and poor performance, but the organizations need the satisfaction of the motivation factors to improve the organizations productivity.

In Herzberg's opinion the inadequate material reward can demotivate employees, and beyond a certain level the material reward does not contribute to sustained motivation. Therefore he suggested that it is necessary to enrich and enlarge job content, and concurrently satisfy hygiene factor to a certain level. By satisfying the need concurrently is ensured employees sustained motivation, satisfaction and performance. (Mathe et al. 2011, 20.) According to Hersey and Blanchard (1981, 72) Herzberg did not value the job enlargement, because he believed that small changes in work do not improve the motivation. He believed that job enrichment meant that the job responsibility, freedom of movement and challenges are increased. The purpose in job enrichment is to build a wider range of more complex and responsible work with more interesting and challenging tasks for employee to create a greater sense of achievement and growth in which the aim is to improve task efficiency and job satisfaction. (Hersey & Blanchard 1981, 72; Mathe et al. 2011, 20)

By Mathe and others (2011, 20) the manager must understand the new angle in motivation puzzle: the satisfaction of all needs does not generate the same type of motivation. Satisfaction is temporary, because the effect wears off, and people strive to achieve these hygiene needs all over again, because they are unhappy without them. On the other hand, these intrinsic needs has to be addressed before the person is

able to be positively or sustainably motivated. But when certain level of hygiene is satisfied, it no longer drives motivation with the exception of the need for esteem and professional development which are never absolutely satisfied. These needs maintain their ability to act as a source of motivation. Juuti (2006, 28) describes that hygiene factors and motivator factors are operands which are moving in different directions as shown in figure six.



Figure 6. Factors that lead to dissatisfaction compared to the factors that lead to satisfaction by Herzberg (adapted from Mathe et al. (2011, 21))

As figure six illustrates, factors such as company policy and relationships with peers can have a significant impact on dissatisfaction if unfilled, therefore in Herzberg's opinion the organizations should ensure that employee's need for hygiene factors, like secure working environment or adequate compensation, are met. Herzberg confirmed that by responding person's primary needs is essential to achieve satisfaction and be an indispensable precondition for motivation. The intrinsic factors, like work itself and responsibility, Herzberg emphasized to be an essential drivers of motivation. (Mathe et al. 2011, 20-21.)

The two-piece nature of job satisfaction and job dissatisfaction has attracted criticism and is part of the Herzberg's theory which is unverifiable. Several studies after Herzberg's has shown that same factors are influencing in both overall satisfaction and overall dissatisfaction. (Juuti 2006, 29.) The other thing that attracts criticism in Herzberg's theory is that it does not take into account individual differences among the employees (Paakkolanvaara 2012, 23). According to Peltonen and Ruohotie (1992, 60) the Herzberg's theory simplify too much the sources in relationships between the motivation and satisfaction as well as satisfaction and dissatisfaction.

5 THE MEANING AND AIM OF RESEARCH

The objective of this thesis was to describe employee's knowledge about the non-material rewarding. The basic objective was to find out how employees experience the non-material rewarding given by the immediate supervisor. In addition the aim was to find out if the employees' know in which ways the immediate supervisor can offer them non-material rewarding. The second objective was to describe how personnel is experiencing the non-material rewarding as a method to increase the motivation, commitment and attraction in long-term care. The basic aim was to find out if the personnel feel that non-material rewarding is a key to increase the attractiveness in long-term care.

As a result of economic situation and constant lack of resources the immediate supervisors need to pay attention in non-material rewarding. According the researchers (see Dzuran & Stuart 2012; Handolin 2013; Kouzes & Posner 2003; Viitala 2013) non-material rewarding is effective way to improve the motivation and performance by supporting the personnel's basic needs. Successful rewarding is one way to respond to the availability of labor, personnels' wellbeing and controlling the operation of challenges (Hakonen & Hulkko-Nyman 2011, 9.)

Rewarding is all that what person appreciates or gets from the work which they are performing to organization. It can be motivated, energizing or inspiring experience, all which the person who is rewarded feels or knows. (Handolin 2013, 26.) On the basis of these was led to following research questions:

1. What kind of experience does employees have on non-material reward methods and how it is given by their immediate supervisor?
2. How non-material rewarding is effecting in motivation, commitment and attraction in long-term care?

6 THE RESEARCH METHOD AND MATERIAL

6.1 The quantitative method

This research was carried out by quantitative method as it answers to questions, which are based on research problems. The aim was to investigate **how much** and **how often** the immediate supervisors are providing the non-material rewarding and how it is effecting their motivation and commitment. The questions in which the quantitative method gives answers to. (Heikkilä 2014b, 13; Vilkkä 2007, 13.) With these questions, how much and how often, was able to investigate the current manner of non-material rewarding in selected ward through the personnel's views and opinions by the questionnaire with the statements of opinion.

The research contains two parts: the theoretical part and empirical part. The theoretical part is essential, because the key element in quantitative research is to know precisely what you are investigating in. The conclusions from previous researches together with definition of concepts are also important. The research proceeds from theory to practice, namely to survey, and then back to theory through analysis and interpretation of results. The data collection, data analysis and data interpretation were carried out in empirical part of research. (Denscombe 2003, 137-139; Hirsjärvi, Remes & Sajavaara 2006, 131; Vilkkä 2007, 25-26, 36.)

In quantitative method the phenomenon is interpreted and explained by numbers (Denscombe 2003, 236; Koppa 2015; Vilkkä 2007, 14). The essential numbers are examined, and introduced verbally and described how different issues are linked in or differed from each other in terms by the researcher (Vilkkä 2007, 14). By using this method can be conveyed a sense of solid, objective research where findings are presented in the form of graphs and tables (Denscombe 2003, 236).

In quantitative method to examine the matter relating to persons is possible when the subject is changed structurally. Therefore the theoretical and conceptual issues were operationalized in this MA thesis in everyday language and questions were structured in the way that everyone can understand the issues in same way. Due the

structuring it were possible to ask the questions in the same way from all respondents. (KvantiMot 2008; Vilkka 2007, 14-15.)

In this research the data was collected by using the traditional survey research, where the information is collected by questionnaire (Hirsjärvi et al. 2006, 125). The questionnaire, which is suitable for a data collection mode as there is a lot to examine and it is used to examine personal questions, like opinions, attitudes, characteristics or behavior (Vilkka 2014, 28). The Internet questionnaire is fast way to collect information from large target population, which is required in quantitative research. The benefits in Internet questionnaire are responding speed, possibility to do long questionnaire and there is no influence to the respondent's opinions by the researcher. The disadvantages might be the high risk to understand the questions wrongly and the researcher do not have the way to know who has answered or not. (Heikkilä 2014a; Vilkka 2007, 17.)

Preparation of the questionnaire

When preparing the questionnaire it is essential to know your target group and the theory in which the questionnaire is based on. Researchers' responsibility is to define the concepts properly and ensure that the statements gives the reply for the settled matter because the questions cannot be changed after the questionnaire has been send and the data has been collected. (Heikkilä 2014b, 47, 49; KvantiMOTV 2008)

The structured questionnaire was prepared for this thesis with the Internet based Webropol-program and the data produced by it was collected anonymously. Because the research investigates the person's opinions and experiences in non-material rewarding (Table 2.) given by their immediate supervisors it was done mostly with the scale from school. One question was done by Likert's scale i.e. the scale of opinions. In Likert's scale the basic idea is that respondent chooses an answer from the scale where like-mindedness grows to other direction and reduces to another end from the mid-point of the scale. (Hirsjärvi et al. 2007, 187-189; Vilkka 2007, 45-46.)

Table 2. The methods of non-material rewarding

Non-material methods	
Permanence of employment	Possibility to get more demanding tasks
Continuous of employment	Demonstration of appreciation
Possibility to influence in work times	Possibility to influence in decision-making
Flexible working hours	Feedback from work
Possibility to influence in work	Development opportunities
Participatory manager	Educational opportunities
Thanking	

The objective for the scale from school questions was to discover the respondent's feelings about certain non-material rewarding methods. By selecting the scale from school makes the answering easier for the respondent, because the scale is common for everybody from grammar school and everybody knows the meaning of the numbers from four (the weakest one) to ten (the best one). In the multiple choice question, where the respondent were requested to choose three most important factors, the aim was to find out the importance and order of the factors in non-material rewarding.

The questionnaire was tested by a pilot group. The pilot group consisted of four nursing personnel, one practical nurse and three registered nurses. After the pilot group had evaluated the questionnaire, some of the questions were reformat by changing some words or explanations were modified in more understandable way.

The questionnaire included six background questions: sex, age, education, profession, work time in long-term care and work situation. With the background questions there were eleven questions about the content of non-material rewarding and its impact. The respondent were invited to answer how familiar and how strongly they feel about certain non-material rewarding methods. Also they were invited to examine how their immediate supervisor is using the non-material rewarding and how

important it is to get certain methods from supervisor. Last questions were inviting respondent to answer does these methods have impact to motivation, commitment, work performance and in attractiveness in long-term care.

6.2 Research data and its collection

Four long-term care units in Keljo, which are acting under services for elderly and disabled in the City of Jyväskylä, were selected to take part in this research. The long-term care units in Keljo provides a good day-and-night care for the elderly, which is based on values and ethical principles and which aim of the care is, as a part of the service chain, to support and maintain the patients' quality of life, ability to function and health. The research application was approved by the service director of the services for elderly in the City of Jyväskylä in autumn 2015. The service director informed the long-term care unit service manager about the survey in autumn 2015.

At the time, when the questionnaire was topic in early days of February in 2016 the service manager informed the four immediate supervisors in Keljo in City of Jyväskylä. All immediate supervisor were also approached by e-mail which expressed a desire to come to present a research in wards in person. The research and the questionnaire were presented in three wards at week eight, to the immediate supervisor and to the respondents who were present at the time by the researcher. During the presentation the respondents had the chance to ask questions about the questionnaire and about the research. One immediate supervisor presented the survey and the purpose of the questionnaire to her subordinates at the same time by herself.

The questionnaire link was send to immediate supervisors in those selected four ward in Keljo in the end of week eight. The immediate supervisors distributed the link to their personnel on 26 of February by e-mail. There was nearly three weeks' time to reply to questionnaire, until to March 17. The data was collected anonymously and electronically using a structured questionnaire form.

6.3 Analyzing the research data

The questionnaire link was sent to hundred and forty nurses in these selected wards by the wards immediate supervisors. The answers were saved directly to Webropol –program and anonymously, without the respondent’s identity or work place information. During the survey, the immediate supervisors were asked twice by e-mail to remind their subordinates’ to respond to the questionnaire. A total of eighty four responses (n=84) were received by the deadline.

The data was analyzed statistically by the Webropol –program through the basic report and through professional statistics. The description of the results was used as numbers, percentages, averages and standard deviation. The Excel-program was used for forming the tables.

Analyzing the responses was discovered that the answers ranked mostly to the top grades of the school scale, in commendable parts. Only few answers were situated in lower grades and therefore the new value of scale was formed by the author. The Likert’s scale of five was selected to use in these questions. By Likert’s scale of five the same type of results were combined together into same category which clarified the outcomes of results. The new values were: **very little** (four), **little** (five and six), **neither** (seven), **much** (eight and nine) and **very much** (ten). These new values of scale were used in all the results.

There was also notable that majority of the respondents were placed in college-level degree in education background question and in practical nurses in profession background question. Therefore the education and profession backgrounds were chose to be left out from closer comparison of results due to obvious results. In addition the working situation was left out due to same reason that in education and profession backgrounds, due to obvious results.

By viewing the background questions was noticed that there were only two men who responded in the questionnaire. The gender comparison about the results were left

out due to shortage of male respondents, because statistically the results would not have been comparable nor anonymity would be preserved. The results are taken into account in overall responses and through the age and work experience.

The question of age in background questions was consciously selected to be an open question. Strict question of age can lead to too small response groups and therefore the significance may remain incomplete. The age groups were formed according to the returned responses. By examine the responses and forming the age group it was notable that age groups were automatically divided into almost equal groups.

The work experience was divided nicely into almost equal groups with the exception of the less than one year work experience. In that group belonged only four of the respondents. Therefore these four with less than one year of work experience were combined together with those respondents who had one to five years of work experience. This groups was named to be less than five years of work experience.

When analyzing the results one mistake was notice in the question which asked respondents to choose three most important non-material rewarding methods. The alternative of possibility to influence in decision making was mistakenly left out from the alternatives, which might change the outcome of the three most important method in this questionnaire. This alternative were in all the other questions.

7 RESULTS

7.1 Survey respondent's background information

To the survey took part the whole personnel with the exception of the immediate supervisors from four long-term care units in Keljo in City of Jyväskylä. The survey was sent to hundred and forty nurses and ward domestics through e-mail invitation. The majority (n=82 / 98 %) of respondents were woman and only two (n=2 / 2 %) of the respondents were male. The total response rate to the survey was sixty percent (84 responses / 140 send questionnaires).

The respondents, who participate to the survey, age varied from twenty to sixty two years. There were none under twenty year of age and nine of the respondents were more than sixty year (11 %) of age. The majority of the respondent belong (n=22 / 26 %) to the group of forty to forty nine years of age and to the group of fifty to fifty nine years of age (n=27 / 27 %). Rest of the respondents divided almost equal in following age groups, in the group of twenty to twenty nine years of age (n=17 / 20 %) and in the group of thirty to thirty nine years of age (n=13 / 16 %). (Table 3.)

Fifty nine of the respondents (70 %) had college-level education. Seven respondents (8 %) had bachelor's degree. In education options the option something else, what, received eighteen responses and was the second biggest group (22 %) of the option to choose with. This group mostly consisted the ward domestic, who have studied the vocational education in vocational schools or in colleges. None of the responded had the master's degree. (Table 3.)

The majority of the respondents (n= 57 / 68 %) were practical nurses. One sixth (n= 14 / 17 %) of the respondents were registered nurses and one eighth (n= 9 / 10 %) were ward domestics. Rest of the respondents (n= 4 / 5 %) were care or bath assistants or domestic helpers. (Table 3.)

The work experience varied from less than a year to more than a twenty years of experience. Majority of the respondents, (n=25 / 30 %), had been working in long-term care between one to five years. Twenty seven percent of the respondents had more than a twenty years of experience in long-term care. About twenty percent had worked between eleven to twenty years in long-term care and almost eighteen percent between six to ten years. Only four of the respondents (5 %) were worked less than a year in long-term care. Majority of the respondent (n= 62 / 82 %) had the permanent work situation. Only fifteen respondent (18 %) worked as a deputy worker. (Table 3.)

Table 3. Respondents background information (n=84)

Background information	n	%
Age		
20-29	17	20
30-39	13	15
40-49	22	26
50-59	23	27
60-	9	11
Total	84	100
Sex		
Male	2	2
Female	82	98
Total	84	100
Education		
College-level degree	59	70
University of Applied Sciences	7	8
Masters of Applied Sciences	0	0
Vocational education	18	22
Total	84	100
Profession		
Domestic helper, Care assistant and bath assistant	4	5
Practical nurse	57	68
Registered nurse	14	17
Ward domestic	9	10
Total	84	100
Working time in long-term care		
Less than a year	4	5
1-5 years	25	30
6-10 years	15	18
11-20 years	17	20
More than 20 years	23	27
Total	84	100
Work situation		
Permanent	69	82
Deputy or Fill-in worker	15	18
Total	84	100

According to the background information the practical nurses were divided among all the age groups. Most of the practical nurses have college-level degree (n=40) and almost half of them had permanent employment. Majority of practical nurses had worked one to five years (n=22) or more than twenty years (n=16). (Table 4.)

Registered nurses had different and longer working experience than practical nurses. Majority of registered nurses had worked six to ten years (n=6) or eleven to twenty years (n=4). Almost every registered nurses had permanent employment. Most of the registered belonged to the group of forty to forty nine years of age (n=7). (Table 4.)

Table 4. Background information by profession (n=84)

Background	PROFESSION							
	Care assistant n=3		Practical nurse n=57		Registered nurse n=14		Ward domestic n=10	
	%	n	%	n	%	n	%	n
EDUCATION								
College-level degree	67	2	70	40	79	11	60	6
Bachelor's degree	0	0	7	4	21	3	0	0
Vocational education	33	1	23	13	0	0	40	4
Total	100	3	100	57	100	14	100	10
SEX								
Male	0	0	2	2	0	0	0	0
Female	4	3	65	55	17	14	12	10
Total	4	3	68	57	17	14	12	10
WORK EXPERIENCE								
< 1 yr.	0	0	2	1	0	0	30	3
1-5 yr.	0	0	39	22	7	1	20	2
6-10 yr.	0	0	14	8	43	6	10	1
11-20 yr.	33	1	18	10	29	4	20	2
> 20 yr.	67	2	28	16	21	3	20	2
Total	100	3	101	57	100	14	100	10
WORK SITUATION								
Permanent	100	3	75	43	93	13	100	10
Deputy	0	0	25	14	7	1	0	0
Total	100	3	100	57	100	14	100	10
AGE								
20-29	0	0	19	16	1	1	0	0
30-39	1	1	12	10	1	1	1	1
40-59	1	1	11	9	8	7	6	5
50-59	0	0	19	16	5	4	4	3
> 60	1	1	7	6	1	1	1	1
Total	4	3	68	57	17	14	12	10

All ward domestics had permanent employment and they had the shortest working experience among all respondents. Three of them had less than a year of working

experience and only one had more than twenty years. Majority of them had college-level degree (n=6) and half of them belonged to the group of forty to forty nine years of age (n=5). (Table 4.)

The smallest respondent group were the care assistants group, three respondents. All of them had permanent employment and had longest working experience among all respondents; more than twenty years. Majority of the care assistants were over sixty years of age. (Table 4.)

7.2 Nurses' views on the non-material rewarding

The personnel rated the non-material rewarding methods one by one by the grade of school, where the number four valued the weakest to the respondent and number ten valued most. These seven categories were combined together as for five categories by the author because of the clearance of reading the results. New categories were very little, little, neither, much, and very much. The knowledge about the non-material rewarding was excellent and very well known by the personnel.

The familiarity of non-material rewarding

All the non-material rewarding methods are familiar or very familiar to the respondents. Almost eighty percent (n= 66) experienced that the permanence of the employment is familiar or very familiar non-material method for them. The continuous of employment, possibility to influence in working hours and education opportunities were the methods which were most familiar or very familiar to the respondents. (Table 5.)

Possibility to get more demanding work tasks was experienced to be most unfamiliar method, only half of the respondents experienced it familiar. Seven percent (n=6) experienced possibility to get more demanding work tasks very unfamiliar as a non-material rewarding method to them. The other methods were familiar to at least more than a half of the respondents. (Table 5.)

Table 5. The familiarity of non-material rewarding (n=84)

Non-material reward methods	Very little		Little		Neither		Much		Very much	
	n	%	n	%	n	%	n	%	n	%
Permanence of employment	5	6	4	5	9	11	35	42	31	37
Continuous of employment	3	4	7	8	7	8	40	48	27	32
Possibility to influence in working hours	1	1	10	12	10	12	46	55	17	20
Flexible working times	5	6	18	21	15	18	34	40	12	14
Possibility to influence in work	1	1	12	14	19	23	42	50	10	12
Participatory manager	5	6	14	17	11	13	35	42	19	23
Possibility to influence in decision-making	1	1	16	19	16	19	42	50	9	11
Possibility to get more demanding work tasks	6	7	17	20	17	20	36	43	8	10
Demonstration of appreciation	2	2	20	24	10	12	42	50	10	12
Thanking	3	4	13	15	12	14	36	43	20	24
Feedback from work	2	2	14	17	15	18	37	44	16	19
Development opportunities	0	0	13	15	14	17	48	57	9	11
Education opportunities	0	0	8	10	13	15	47	56	16	19

The permanence of employment was very familiar for thirty seven present of the respondents (n= 31). Personnel who had work experience between six to twenty years were most familiar with this method than others. The permanence of employment was most familiar to personnel by age of forty to forty nine years. Five of the respondent (6 %) were not familiar with this method at all. The permanence of employment was most unfamiliar to the personnel with less than ten years or more than twenty years of work experience, and they commonly were by age of twenty to twenty nine or over sixty years. (Table 5 and 6.)

The continuous of employment were very familiar as a non-material reward method to thirty two percent of the respondents (n= 27). Most familiar it was for personnel with the work experience of eleven to twenty years, more than half of them (n =9 / 53 %) experienced this method very familiar. Most familiar this method were for the personnel by age of forty to forty nine years, sixty percent was very familiar with this method. The continuous of employment was very unfamiliar for four percent of the respondent, personnel by age of over sixty years of age (n= 2 / 22 %) or for personnel with work experience of more than twenty years (n= 2 / 9 %). (Table 5 and 6.)

The possibility to influence in working hours was quite familiar to the most of the respondents (n= 46 / 55 %). This non-material rewarding method was equally familiar to all age groups despite what kind of work experience they had. Most familiar this method was for personnel who belonged to age group of thirty to thirty nine years of age, almost eighty percent of them (n =10 / 77 %) or the personnel who had more than twenty years of work experience (n = 14 / 61 %). This method was somehow familiar to almost all the respondents. Only one respondent who belonged to age group of fifty to fifty nine of age and had more than twenty years of work experience did not found this method familiar at all. (Table 5 and 6.)

The flexible work times as a non-material rewarding method was quite familiar for forty percent (n= 34) of the respondents. More than a half of the personnel (n= 9 / 53 %) who belonged to age group of twenty to twenty nine experienced this method most familiar to them. This method was quite familiar among all the work experience groups with the exception of personnel with the work experience of six to ten years, in which this method was mostly not unfamiliar nor familiar. Six percent of the respondent (n= 5) were very unfamiliar with this non-material reward method. Most unfamiliar as a rewarding method this was for personnel by age group of fifty to fifty five years who had work experience either eleven to twenty years (n= 2) or more than twenty years (n= 2). (Table 5 and 6.)

The possibility to influence in work was quite familiar for the half of the respondents (n= 42 / 50 %). As a method was very familiar for younger personnel, age group of twenty to twenty nine (n= 10 / 59 %) and to age group of forty to forty nine years of age (n= 15 / 68 %). More than half of the personnel who had work experience less than five years (n= 17 / 59 %) and personnel who had work experience more than twenty years (n= 14 / 61 %) found this method very familiar to them. Least familiar this method was to personnel with the work experience of six to ten years (n= 5 / 33 %). This non-material rewarding method was very well know according to results because of only one of the respondent found it very unfamiliar. This respondent had less than five years of work experience and belonged to age group of thirty to thirty nine years of age. (Table 5 and 6.)

Table 6. The familiarity of non-material rewarding by age and work experience (n=84)

Non material rewarding methods	Age										Work experience								
	20-29		30-39		40-49		50-59		>60		< 5 years		6-10 years		11-20 years		> 20 years		
	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	
Permanence of employment																			
Very little	12	2	0	0	5	1	0	0	22	2	7	2	7	1	0	0	9	2	
Little	18	3	8	1	0	0	0	0	0	0	14	4	0	0	0	0	0	0	
Neither	12	2	15	2	5	1	13	3	11	1	7	2	20	3	6	1	13	3	
Much	53	9	54	7	27	6	43	10	33	3	52	15	27	4	35	6	43	10	
Very much	6	1	23	3	64	14	43	10	33	3	21	6	47	7	59	10	35	8	
Continuous of employment																			
Very little	6	1	0	0	0	0	0	0	22	2	0	0	7	1	0	0	9	2	
Little	18	3	8	1	5	1	9	2	0	0	17	5	0	0	6	1	4	1	
Neither	18	3	15	2	5	1	4	1	0	0	10	3	20	3	0	0	4	1	
Much	59	10	62	8	32	7	48	11	44	4	59	17	27	4	41	7	52	12	
Very much	0	0	15	2	59	13	39	9	33	3	14	4	47	7	53	9	30	7	
Possibility to influence in working hours																			
Very little	0	0	0	0	0	0	4	1	0	0	0	0	0	0	0	0	4	1	
Little	12	2	8	1	14	3	13	3	11	1	17	5	7	1	6	1	13	3	
Neither	18	3	8	1	14	3	9	2	11	1	10	3	7	1	24	4	9	2	
Much	59	10	77	10	45	10	48	11	56	5	59	17	53	8	41	7	61	14	
Very much	12	2	8	1	27	6	26	6	22	2	14	4	33	5	29	5	13	3	
Flexible working times																			
Very little	0	0	0	0	5	1	13	3	11	1	0	0	7	1	12	2	9	2	
Little	29	5	23	3	14	3	26	6	11	1	34	10	13	2	12	2	17	4	
Neither	12	2	38	5	23	5	9	2	11	1	10	3	33	5	18	3	17	4	
Much	53	9	38	5	36	8	35	8	44	4	45	13	27	4	41	7	43	10	
Very much	6	1	0	0	23	5	17	4	22	2	10	3	20	3	18	3	13	3	
Possibility to influence in work																			
Very little	0	0	8	1	0	0	0	0	0	0	3	1	0	0	0	0	0	0	
Little	6	1	31	4	14	3	13	3	11	1	10	3	33	5	6	1	13	3	
Neither	29	5	23	3	5	1	35	8	22	2	21	6	27	4	35	6	13	3	
Much	59	10	38	5	68	15	35	8	44	4	59	17	27	4	41	7	61	14	
Very much	6	1	0	0	14	3	17	4	22	2	7	2	13	2	18	3	13	3	
Participatory manager																			
Very little	6	1	0	0	9	2	9	2	0	0	7	2	13	2	0	0	4	1	
Little	0	0	31	4	5	1	30	7	22	2	10	3	27	4	0	0	30	7	
Neither	24	4	23	3	9	2	0	0	22	2	17	5	13	2	6	1	13	3	
Much	53	9	23	3	55	12	35	8	33	3	45	13	20	3	65	11	35	8	
Very much	18	3	23	3	23	5	26	6	22	2	21	6	27	4	29	5	17	4	
Possibility to influence in decision making																			
Very little	0	0	0	0	5	1	0	0	0	0	3	1	0	0	0	0	0	0	
Little	6	1	23	3	9	2	35	8	22	2	14	4	27	4	12	2	26	6	
Neither	35	6	15	2	9	2	13	3	33	3	21	6	20	3	29	5	9	2	
Much	53	9	62	8	59	13	39	9	33	3	52	15	40	6	47	8	57	13	
Very much	6	1	0	0	18	4	13	3	11	1	10	3	13	2	12	2	9	2	
Possibility to get more demanding work tasks																			
Very little	6	1	0	0	9	2	9	2	11	1	7	2	7	1	6	1	9	2	
Little	24	4	46	6	5	1	17	4	22	2	21	6	33	5	12	2	17	4	
Neither	12	2	15	2	14	3	35	8	22	2	10	3	13	2	24	4	35	8	
Much	59	10	38	5	59	13	22	5	33	3	55	16	33	5	47	8	30	7	
Very much	0	0	0	0	14	3	17	4	11	1	7	2	13	2	12	2	9	2	
Demonstration of appreciation																			
Very little	0	0	8	1	0	0	4	1	0	0	3	1	0	0	0	0	4	1	
Little	24	4	23	3	9	2	39	9	22	2	24	7	20	3	18	3	30	7	
Neither	6	1	0	0	18	4	17	4	11	1	10	3	13	2	18	3	9	2	
Much	71	12	62	8	55	12	22	5	56	5	55	16	47	7	53	9	43	10	
Very much	0	0	8	1	18	4	17	4	11	1	7	2	20	3	12	2	13	3	
Thanking																			
Very little	6	1	8	1	0	0	0	0	11	1	7	2	0	0	0	0	4	1	
Little	12	2	23	3	5	1	26	6	11	1	14	4	20	3	6	1	22	5	
Neither	12	2	0	0	14	3	26	6	11	1	10	3	7	1	29	5	13	3	
Much	41	7	54	7	45	10	30	7	56	5	48	14	40	6	29	5	48	11	
Very much	29	5	15	2	36	8	17	4	11	1	21	6	33	5	35	6	13	3	
Feedback from work																			
Very little	6	1	8	1	0	0	0	0	0	0	7	2	0	0	0	0	0	0	
Little	24	4	15	2	5	1	22	5	22	2	17	5	20	3	0	0	26	6	
Neither	18	3	23	3	9	2	22	5	22	2	24	7	7	1	18	3	17	4	
Much	47	8	38	5	50	11	39	9	44	4	41	12	47	7	47	8	43	10	
Very much	6	1	15	2	36	8	17	4	11	1	10	3	27	4	35	6	13	3	
Development opportunities																			
Little	47	8	8	1	5	1	4	1	22	2	28	8	7	1	6	1	13	3	
Neither	6	1	31	4	18	4	17	4	11	1	21	6	20	3	6	1	17	4	
Much	47	8	62	8	55	12	65	15	56	5	45	13	60	9	71	12	61	14	
Very much	0	0	0	0	23	5	13	3	11	1	7	2	13	2	18	3	9	2	
Educational opportunities																			
Little	29	5	0	0	5	1	4	1	11	1	17	5	7	1	0	0	9	2	
Neither	18	3	15	2	18	4	13	3	11	1	17	5	13	2	18	3	13	3	
Much	53	9	69	9	45	10	57	13	67	6	52	15	60	9	59	10	57	13	
Very much	0	0	15	2	32	7	26	6	11	1	14	4	20	3	24	4	22	5	

The participatory manager as a non-material method was quite familiar for all the respondents, forty percent of them found this method quite familiar (n= 35). This was most familiar to the personnel in age group of twenty to twenty nine (n= 9 / 53 %) and to personnel in age group of forty to forty nine (n= 12 / 55 %). In all the age groups some of the personnel found this method very familiar. The personnel who had work experience eleven to twenty years found this method quite familiar (n= 11 / 65 %) or very familiar (n= 5 / 29 %). Six percent of the respondents (n=5) found this method very unfamiliar. These respondents belonged to mostly to age groups of forty to forty (n=2) nine and fifty to fifty nine (n= 2). They had work experience less than five years (n= 2) or six to ten years (n= 2). (Table 5 and 6.)

The possibility to influence in decision making was quite familiar for half of the personnel (n= 42 / 50 %) and very familiar for an eleven percent of the personnel (n=9). This method were very similarly familiar among all the age groups and work experience groups, mostly quite familiar. Only one respondent, with work experience of less than five years and by age of twenty to twenty nine year, was unfamiliar with this method. (Table 5 and 6.)

The possibility to get more demanding tasks, which was evaluated to be less familiar non-material rewarding method had the largest dispersion among the familiarity. This method was most familiar to respondents in age group of twenty to twenty nine, fifty nine percent of respondent (n= 10) in this age group found this quite familiar. Among the work experience groups of less than five years and in work experience group of eleven to twenty year this non-material method was quite familiar to half of the respondents in those groups. Seven percent of the respondents (n= 6) found this non-material rewarding method very unfamiliar. These respondents were mostly forty to forty nine or fifty to fifty years of age and they mostly had more than twenty years of work experience. Only personnel in age group of thirty to thirty nine did not found this method at all very unfamiliar. (Table 5 and 6.)

The demonstration of appreciation was found quite familiar among the half of the respondents (n= 42). Among almost all the age groups this method was found to be

quite familiar, more than half of respondent in those groups found this familiar. All the work experience groups and almost or more than half of the respondent in those groups found this quite familiar. Almost forty percent of the respondents (n= 9) in age group of fifty to fifty nine years of age found this method quite unfamiliar to them. Two of the respondents (2 %) who found this method very unfamiliar to them, belonged to age groups of twenty to twenty nine or age group of fifty to fifty nine and they had work experience less than five year of more than twenty year. (Table 5 and 6.)

Less than half of the respondent (n= 36 / 43 %) found **thanking** as a non-material rewarding method quite familiar. It was equally familiar among all the age groups. The personnel who had work experience eleven to twenty years found this method very familiar to them, one third of them (n= 6 / 35 %) were very familiar with this method. Thanking was very unfamiliar to four percent of the respondents (n= 3), who were less than thirty nine or more than sixty year of age and had work experience less than five or more than twenty years. (Table 5 and 6.)

Feedback from work was quite familiar to forty four percent of the respondents (n= 37). This method was equally familiar to all the age groups and work experience groups. Most of the respondents in these groups were quite familiar about this method. (Table 5 and 6.)

More than half of the respondents were quite familiar with **the development** (n=47 / 57 %) and **educational opportunities** (n= 46 / 56 %) as a non-material rewarding method. This method was at least somehow familiar to all the respondents. The half of the respondents in age group of twenty to twenty nine found this quite unfamiliar to them. For all the other respondents, more than half in every group, found these methods quite familiar to them. (Table 5 and 6.)

The strength of non-material rewarding

More than a seventy percent of the respondent evaluated that all the methods are strongly or very strongly non-material rewarding methods. The strongest one is demonstration of appreciation, over ninety percent of the respondent found this to be strongest one. The thanking, feedback from work, development and educational opportunities were also evaluated to be one of the strongest methods. (Table 7.)

Possibility to get more demanding tasks was the least strong non-material rewarding method together with the possibility to influence in decision-making for the respondents. About seventy percent found them to be strong or very strong methods. The permanence of employment was least strong method for five percent of the respondents. (Table 7.)

Table 7. The strength of non-material rewarding (n=84)

Non-material reward methods	Very little		Little		Neither		Much		Very much	
	n	%	n	%	n	%	n	%	n	%
Permanence of employment	4	5	4	5	8	10	38	45	30	36
Continuous of employment	3	4	6	7	5	6	39	46	31	37
Possibility to influence in working hours	1	1	6	7	10	12	44	52	23	27
Flexible working times	2	2	6	7	12	14	44	52	20	24
Possibility to influence in work	0	0	7	8	13	15	45	54	19	23
Participatory manager	1	1	10	12	8	10	43	51	22	26
Possibility to influence in decision-making	1	1	10	12	11	13	41	49	21	25
Possibility to get more demanding tasks	2	2	7	8	14	17	45	54	16	19
Demonstration of appreciation	1	1	6	7	2	2	37	44	38	45
Thanking	1	1	6	7	5	6	32	38	40	48
Feedback from work	1	1	4	5	6	7	34	40	39	46
Development opportunities	1	1	6	7	3	4	42	50	32	38
Educational opportunities	0	0	7	8	3	4	42	50	32	38

More than one third (n= 30 / 36 %) of the respondents found **the permanence of employment** to be very strong non-material rewarding method. They mostly belonged to age groups of forty to fifty nine and they had six to ten years of work experience. The respondent who found this method to be strong one, forty five percent

(n= 38), belonged mostly to age groups of twenty to forty nine or over sixty years of age and they had work experience of less than five years or more than eleven years. Five percent of the respondents (n= 4), who were at age of twenty to twenty nine or over sixty and had work experience of less than ten years or more than twenty, found this method to be less strong one. (Table 7 and 8.)

Continuous of employment was found to be very strong non-material rewarding method among the thirty seven percent of the respondents (n= 31). They had work experience less than ten years and they were by age in twenty to twenty nine or fifty to fifty nine years of age. Four percent of the respondents (n= 3) did not found this to be at all a strong non-material rewarding method. They were by age in twenty to twenty nine, forty to forty nine or over sixty years of age and they had work experience less than ten or more than twenty years. (Table 7 and 8.)

More than a half of the respondents (n= 44 / 52 %) **found possibility to influence in working hours** to be strong non-material method. They belonged to age group of twenty to thirty nine or fifty to fifty nine of age and they had work experience of less than five years or more than twenty years. The respondent who were forty to forty nine years of age and had work experience between six to twenty years found this method to be very strong non-material rewarding method. Most of the personnel who were over sixty years of age found this method to be neither weak nor strong. (Table 7 and 8.)

Most of the respondent (n= 44 / 52 %) found **the flexible working times** to be a strong non-material rewarding method. Among the respondents of age group of forty to forty nine and work experience between six to twenty years this method was found to be a very strong one. (Table 7 and 8.)

The possibility to influence in work was at least somehow strong non-material rewarding method to the all respondents because none of them did not found it to be very weak non-material rewarding method. More than a half of the personnel (n= 45 / 54 %) found it be at least strong method in non-material rewarding. All the age and

work experience groups had equal results. In all these groups around half of the respondents found this method to be strong non-material rewarding method. (Table 7 and 8.)

Participatory manager was equally strong non-material rewarding method to all the age groups and work experience groups. Half of the respondents (n= 43) found this to be strong method. Twelve percent (n= 10) found this to be somehow strong, in all age groups and work experience groups, and one percent (n= 1) found this not at all strong method by age of forty to forty nine years of age and less than five years of work experience. (Table 7 and 8.)

Table 8. The strength of non-material rewarding by age and work experience (n=84)

Non material rewarding methods	Age										Work experience							
	20-29		30-39		40-49		50-59		>60		< 5 years		6-10		11-20		> 20	
	n=17		n=13		n=22		n=23		n=9		n=29		n=15		n=17		n=23	
	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n
Permanence of employment																		
Very little	6	1	0	0	9	2	0	0	11	1	7	2	7	1	0	0	4	1
Little	0	0	15	2	5	1	0	0	11	1	7	2	0	0	0	0	9	2
Neither	12	2	8	1	9	2	9	2	11	1	7	2	20	3	6	1	9	2
Much	53	9	62	8	36	8	39	9	44	4	41	12	27	4	53	9	57	13
Very much	29	5	15	2	41	9	52	12	22	2	38	11	47	7	41	7	22	5
Continuous of employment																		
Very little	6	1	0	0	5	1	0	0	11	1	3	1	7	1	0	0	4	1
Little	0	0	15	2	5	1	4	1	22	2	7	2	0	0	6	1	13	3
Neither	12	2	0	0	9	2	4	1	0	0	7	2	13	2	0	0	4	1
Much	41	7	69	9	45	10	39	9	44	4	41	12	33	5	53	9	57	13
Very much	41	7	15	2	36	8	52	12	22	2	41	12	47	7	41	7	22	5
Possibility to influence in working																		
Very little	6	1	0	0	0	0	0	0	0	0	0	0	7	1	0	0	0	0
Little	6	1	8	1	9	2	0	0	22	2	10	3	0	0	0	0	13	3
Neither	12	2	0	0	9	2	13	3	33	3	7	2	0	0	18	3	22	5
Much	76	13	69	9	32	7	57	13	22	2	66	19	33	5	47	8	52	12
Very much	0	0	23	3	50	11	30	7	22	2	17	5	60	9	35	6	13	3
Flexible working times																		
Very little	6	1	0	0	0	0	4	1	0	0	0	0	7	1	6	1	0	0
Little	6	1	0	0	14	3	0	0	22	2	7	2	0	0	0	0	17	4
Neither	18	3	23	3	14	3	9	2	11	1	14	4	13	2	18	3	13	3
Much	71	12	69	9	32	7	52	12	44	4	69	20	47	7	35	6	48	11
Very much	0	0	8	1	41	9	35	8	22	2	10	3	33	5	41	7	22	5
Possibility to influence in work																		
Very little	6	1	8	1	14	3	0	0	22	2	7	2	7	1	0	0	17	4
Little	0	0	31	4	9	2	26	6	11	1	3	1	7	1	29	5	26	6
Neither	82	14	46	6	41	9	48	11	56	5	72	21	47	7	41	7	43	10
Much	12	2	15	2	36	8	26	6	11	1	17	5	40	6	29	5	13	3
Participatory manager																		
Very little	0	0	0	0	5	1	0	0	0	0	3	1	0	0	0	0	0	0
Little	6	1	15	2	9	2	9	2	33	3	3	1	13	2	6	1	26	6
Neither	6	1	15	2	5	1	13	3	11	1	10	3	7	1	12	2	9	2
Much	59	10	46	6	55	12	48	11	44	4	52	15	53	8	53	9	48	11
Very much	29	5	23	3	27	6	30	7	11	1	31	9	27	4	29	5	17	4

Possibility to influence in decision making was strong non-material method for all the respondents. Stronger this method were for the personnel with work experience between six to ten years and by age of forty to forty nine. Less strong this method was for personnel who had more than twenty years of work experience or by age of over sixty years of age. (Table 7 and 8.)

The possibility to get more demanding work tasks were found to be least strong method among all the methods. Most strong one this method was for personnel at age of forty to forty nine and with work experience of six to twenty years. For personnel who were over sixty and had more than twenty years of work experience this method was least strong one. (Table 7 and 8.)

Table 9. The strength of non-material rewarding by age and work experience (n=84)

Non material rewarding methods	Age										Work experience							
	20-29		30-39		40-49		50-59		>60		< 5 years		6-10		11-20		> 20	
	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n
Possibility to influence in decision																		
Very little	6	1	0	0	0	0	0	0	0	0	0	0	7	1	0	0	0	0
Little	0	0	8	1	14	3	13	3	33	3	7	2	0	0	12	2	26	6
Neither	12	2	15	2	14	3	13	3	11	1	14	4	0	0	18	3	17	4
Much	65	11	46	6	41	9	48	11	44	4	55	16	47	7	47	8	43	10
Very much	18	3	31	4	32	7	26	6	11	1	24	7	47	7	24	4	13	3
Possibility to get more demanding																		
Very little	0	0	0	0	0	0	4	1	11	1	0	0	0	0	0	0	9	2
Little	6	1	8	1	14	3	0	0	22	2	10	3	7	1	0	0	13	3
Neither	12	2	31	4	5	1	17	4	33	3	7	2	20	3	29	5	17	4
Much	65	11	62	8	45	10	61	14	22	2	66	19	47	7	47	8	48	11
Very much	18	3	0	0	36	8	17	4	11	1	17	5	27	4	24	4	13	3
Demonstration of appreciation																		
Very little	0	0	8	1	0	0	0	0	0	0	3	1	0	0	0	0	0	0
Little	0	0	0	0	9	2	9	2	22	2	7	2	0	0	6	1	13	3
Neither	0	0	0	0	0	0	4	1	11	1	0	0	0	0	12	2	0	0
Much	29	5	62	8	36	8	48	11	56	5	31	9	47	7	53	9	52	12
Very much	71	12	31	4	55	12	39	9	11	1	59	17	53	8	29	5	35	8
Thanking																		
Very little	0	0	8	1	0	0	0	0	0	0	3	1	0	0	0	0	0	0
Little	0	0	0	0	9	2	4	1	33	3	7	2	0	0	0	0	17	4
Neither	0	0	0	0	0	0	17	4	11	1	0	0	0	0	24	4	4	1
Much	24	4	62	8	36	8	35	8	44	4	24	7	47	7	47	8	43	10
Very much	76	13	31	4	55	12	43	10	11	1	66	19	53	8	29	5	35	8
Feedback from work																		
Very little	0	0	8	1	0	0	0	0	0	0	3	1	0	0	0	0	0	0
Little	0	0	0	0	5	1	4	1	22	2	3	1	0	0	0	0	13	3
Neither	0	0	8	1	5	1	13	3	11	1	3	1	7	1	18	3	4	1
Much	29	5	46	6	36	8	43	10	56	5	31	9	40	6	41	7	52	12
Very much	71	12	38	5	55	12	39	9	11	1	59	17	53	8	41	7	30	7
Development opportunities																		
Very little	0	0	8	1	0	0	0	0	0	0	3	1	0	0	0	0	0	0
Little	0	0	8	1	9	2	0	0	33	3	3	1	7	1	0	0	17	4
Neither	6	1	8	1	0	0	0	0	11	1	3	1	0	0	12	2	0	0
Much	65	11	54	7	45	10	43	10	44	4	55	16	47	7	47	8	48	11
Very much	29	5	23	3	45	10	57	13	11	1	34	10	47	7	41	7	35	8
Educational opportunities																		
Little	0	0	23	3	9	2	0	0	22	2	7	2	13	2	0	0	13	3
Neither	0	0	0	0	0	0	4	1	22	2	0	0	0	0	12	2	4	1
Much	76	13	46	6	41	9	43	10	44	4	66	19	40	6	47	8	39	9
Very much	24	4	31	4	50	11	52	12	11	1	28	8	47	7	41	7	43	10

The demonstration of appreciation was the strongest non-material method for the respondents, ninety percent of them (n= 75) experienced it to be strong one or very strong one. Strongest one it was as a method for the personnel by age of twenty to twenty nine or forty to forty nine years of age. For personnel with work experience of less than ten years this was strongest. (Table 7 and 8.)

Thanking was also experienced to be a very strong non-material method. Almost half of the respondents (n= 40 / 48 %) who experienced this method to be a very strong one were by the age less than thirty or between forty to fifty nine years of age. This method was very strong among the respondents who had work experience less than ten years. Thanking as a non-material rewarding method was strong or very strong among the personnel by age of less than thirty years. (Table 7 and 8.)

Almost half of the respondents, forty six percent (n= 39), experienced **the feedback from work** to be a very strong method. Most of them had work experience less than twenty years and they were by age of less than thirty or between forty to fifty years of old. This method was experienced strongest among the younger respondents, respondent by age of less than thirty years. (Table 7 and 8.)

The development and educational opportunities were experienced equally among the respondents, almost ninety percent (n= 74) experienced it to be a strong or very strong non-material rewarding method. The personnel by age of forty to sixty and with the work experience of six to ten or more than twenty years experienced these methods strongest. Among the all personnel at age of less than thirty these methods were experienced strongest, none of them did not experienced these methods to be less than strong ones. (Table 7 and 8.)

Non-material rewarding methods given by immediate supervisor

The permanence and continuous of employment together with the thanking were most used non-material rewarding method among the managers according to the respondents. Around seventy nine percent of the respondents experienced these method to be used or very used among the managers. The possibility to get more

demanding work tasks was experienced to be the method which the managers are using least. A few of the respondents experienced that some methods are not used at all by the managers. Only possibility to influence in working hours and educational opportunities were the methods which were used at least with some extent by the managers. (Table 10.)

Table 10. Non-material given by immediate supervisor (n=84)

Non-material reward methods	Very little		Little		Neither		Much		Very much	
	n	%	n	%	n	%	n	%	n	%
Permanence of employment	2	2	10	12	9	11	41	49	22	26
Continuous of employment	2	2	10	12	8	10	45	54	19	23
Possibility to influence in working hours	0	0	14	17	13	15	44	52	13	15
Flexible working times	2	2	17	20	11	13	49	58	5	6
Possibility to influence in work	1	1	10	12	20	24	48	57	5	6
Participatory manager	3	4	11	13	13	15	41	49	16	19
Possibility to influence in decision-making	2	2	14	17	16	19	44	52	8	10
Possibility to get more demanding tasks	2	2	20	24	18	21	36	43	8	10
Demonstration of appreciation	1	1	12	14	11	13	37	44	23	27
Thanking	1	1	9	11	10	12	40	48	24	29
Feedback from work	1	1	11	13	11	13	39	46	22	26
Development opportunities	1	1	11	13	11	13	50	60	11	13
Educational opportunities	0	0	8	10	14	17	45	54	17	20

The permanence and continuous of employment was experienced almost equally among the respondents as a methods which the manager are using. According to personnel by the age of forty to forty nine years and with the work experience of six to twenty years experienced that these methods were very used by the manager. In both method twelve percent (n= 10) experienced that these methods are moderately used by managers. The personnel by age of fifty to fifty nine and with work experience of eleven to twenty years experienced that these method are well used by the managers. (Table 11.)

The personnel experienced that **possibility to influence in working hours** was at least somehow used by the manager, but the experiences were divided more equally among all the alternatives. Seventeen percent (n= 14), from all the age and work ex-

perience groups, experienced that this method was used only little by the managers. Among the personnel by age of over sixty this non-material rewarding method was experiences least used method by the manager, none of them did not experienced that manager is using this very much. (Table 11.)

Only six percent of the respondents (n= 5), by age of forty to forty nine years, experienced that **flexible working times** and **the possibility to influence in work** are used very much by the managers. The flexible working times was experienced to be used very much by the personnel with work experience less than ten years and the possibility to influence in work by the personnel with the work experience of less than five or more than eleven years. Majority in any age or work experience group experienced that these methods were much used by the managers. These methods were also experienced to be used little by the manager among the all the age or work experience groups with the exception of younger respondents who were by age less than thirty. (Table 11.)

By the age of fifty to fifty nine years and work experience of less than ten or more than twenty, **the participatory manager** as a non-material rewarding method was experienced with wider range how the managers are using it as a non-material method, from very little to very much. Mostly this method were experienced that managers are using this method much as a non-material rewarding method. Thirteen percent (n= 11), by age of more than thirty with any work experience, experienced that this method is used only little by the managers. (Table 11.)

Ten percent of the respondents (n= 8), among from all the work experience groups, experienced that both **possibility to influence in decision making** or **possibility to get more demanding work tasks** were used very much by the managers. The personnel by age of less than sixty experienced possibility to influence in decision making was very much used by the manager and personnel by the age of over thirty experienced the possibility to get more demanding work tasks was very much used by the managers. Less than half of the personnel by age of over sixty experienced these non-material rewarding method used little by the managers. (Table 11.)

Table 11. Non-material rewarding given by immediate supervisor by age and work experience (n=84)

Non material rewarding methods	Age										Work experience							
	20-29 n=17		30-39 n=13		40-49 n=22		50-59 n=23		>60 n=9		< 5 years n=29		6-10 years n=15		11-20 years n=17		> 20 years n=23	
	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n
Permanence of employment																		
Very little	0	0	0	0	5	1	0	0	11	1	3	1	0	0	0	0	4	1
Little	18	3	23	3	9	2	0	0	22	2	14	4	20	3	0	0	13	3
Neither	18	3	8	1	5	1	17	4	0	0	10	3	7	1	12	2	13	3
Much	59	10	54	7	27	6	57	13	56	5	59	17	33	5	41	7	52	12
Very much	6	1	15	2	55	12	26	6	11	1	14	4	40	6	47	8	17	4
Continuous of employment																		
Very little	0	0	0	0	5	1	0	0	11	1	3	1	0	0	0	0	4	1
Little	18	3	23	3	9	2	0	0	22	2	17	5	13	2	0	0	13	3
Neither	18	3	8	1	5	1	13	3	0	0	10	3	7	1	12	2	9	2
Much	59	10	54	7	32	7	65	15	67	6	55	16	47	7	47	8	61	14
Very much	6	1	15	2	50	11	22	5	0	0	14	4	33	5	41	7	13	3
Possibility to influence in working hours																		
Very little	12	2	8	1	9	2	22	5	44	4	14	4	13	2	12	2	26	6
Little	18	3	23	3	9	2	17	4	11	1	17	5	13	2	18	3	13	3
Neither	53	9	46	6	59	13	52	12	44	4	52	15	53	8	47	8	57	13
Much	18	3	23	3	23	5	9	2	0	0	17	5	20	3	24	4	4	1
Flexible working times																		
Very little	6	1	0	0	0	0	4	1	0	0	3	1	7	1	0	0	0	0
Little	6	1	15	2	18	4	22	5	56	5	10	3	27	4	24	4	26	6
Neither	18	3	15	2	5	1	22	5	0	0	21	6	13	2	6	1	9	2
Much	71	12	69	9	55	12	52	12	44	4	59	17	47	7	59	10	65	15
Very much	0	0	0	0	23	5	0	0	0	0	7	2	7	1	12	2	0	0
Possibility to influence in work																		
Very little	0	0	0	0	5	1	0	0	0	0	0	0	0	0	6	1	0	0
Little	0	0	15	2	5	1	22	5	22	2	7	2	20	3	12	2	13	3
Neither	24	4	23	3	14	3	30	7	33	3	17	5	27	4	24	4	30	7
Much	76	13	62	8	55	12	48	11	44	4	66	19	53	8	53	9	52	12
Very much	0	0	0	0	23	5	0	0	0	0	10	3	0	0	6	1	4	1
Participatory manager																		
Very little	6	1	0	0	0	0	9	2	0	0	3	1	7	1	0	0	4	1
Little	0	0	15	2	9	2	17	4	33	3	10	3	13	2	6	1	22	5
Neither	24	4	31	4	0	0	9	2	33	3	14	4	33	5	18	3	4	1
Much	47	8	38	5	64	14	52	12	22	2	48	14	40	6	53	9	52	12
Very much	24	4	15	2	27	6	13	3	11	1	24	7	7	1	24	4	17	4
Possibility to influence in decision making																		
Very little	0	0	0	0	0	0	9	2	0	0	0	0	7	1	0	0	4	1
Little	6	1	8	1	9	2	26	6	44	4	10	3	13	2	24	4	22	5
Neither	24	4	31	4	9	2	22	5	11	1	24	7	20	3	18	3	13	3
Much	65	11	54	7	59	13	39	9	44	4	55	16	47	7	53	9	52	12
Very much	6	1	8	1	23	5	4	1	0	0	10	3	13	2	6	1	9	2
Possibility to get more demanding work tasks																		
Very little	0	0	8	1	0	0	4	1	0	0	0	0	7	1	0	0	4	1
Little	24	4	8	1	18	4	30	7	44	4	24	7	27	4	18	3	26	6
Neither	24	4	46	6	0	0	22	5	33	3	24	7	20	3	24	4	17	4
Much	53	9	31	4	64	14	35	8	11	1	45	13	40	6	47	8	39	9
Very much	0	0	8	1	18	4	9	2	11	1	7	2	7	1	12	2	13	3
Demonstration of appreciation																		
Very little	6	1	0	0	0	0	0	0	0	0	3	1	0	0	0	0	0	0
Little	6	1	8	1	9	2	22	5	33	3	10	3	13	2	12	2	22	5
Neither	18	3	31	4	0	0	13	3	11	1	17	5	20	3	6	1	9	2
Much	47	8	54	7	45	10	39	9	33	3	52	15	27	4	53	9	39	9
Very much	24	4	8	1	45	10	26	6	22	2	17	5	40	6	29	5	30	7
Thanking																		
Very little	6	1	0	0	0	0	0	0	0	0	3	1	0	0	0	0	0	0
Little	6	1	0	0	9	2	13	3	33	3	7	2	13	2	6	1	17	4
Neither	18	3	23	3	0	0	17	4	0	0	17	5	13	2	12	2	4	1
Much	47	8	62	8	45	10	43	10	44	4	55	16	40	6	41	7	48	11
Very much	24	4	15	2	45	10	26	6	22	2	17	5	33	5	41	7	30	7
Feedback from work																		
Very little	6	1	0	0	0	0	0	0	0	0	3	1	0	0	0	0	0	0
Little	12	2	0	0	9	2	17	4	33	3	10	3	13	2	6	1	22	5
Neither	18	3	31	4	0	0	13	3	11	1	21	6	13	2	6	1	9	2
Much	53	9	54	7	45	10	43	10	33	3	55	16	40	6	47	8	39	9
Very much	12	2	15	2	45	10	26	6	22	2	10	3	33	5	41	7	30	7
Development opportunities																		
Little	6	1	0	0	0	0	0	0	0	0	3	1	0	0	0	0	0	0
Neither	35	6	0	0	5	1	9	2	22	2	21	6	13	2	6	1	9	2
Much	12	2	31	4	5	1	13	3	11	1	14	4	13	2	18	3	9	2
Very much	47	8	62	8	59	13	70	16	56	5	55	16	53	8	59	10	70	16
	0	0	8	1	32	7	9	2	11	1	7	2	20	3	18	3	13	3
Educational opportunities																		
Little	29	5	0	0	5	1	4	1	11	1	21	6	0	0	6	1	4	1
Neither	12	2	31	4	5	1	17	4	33	3	17	5	13	2	24	4	13	3
Much	53	9	46	6	59	13	57	13	44	4	48	14	67	10	41	7	61	14
Very much	6	1	23	3	32	7	22	5	11	1	14	4	20	3	29	5	22	5

Demonstration of appreciation and **thanking** were experienced equally among all the age groups. Most of the personnel experienced that managers are using much these methods as in non-material rewarding. Half of the personnel by age of forty to forty nine and personnel with work experience of eleven to twenty years experienced also that these methods were used very much by the managers. (Table 11.)

Around half of the respondents experienced that **feedback from work, development and educational opportunities** were much used by the managers among all the age and work experience groups. The younger age group, by age of twenty to twenty nine, did not experience that development opportunities was used very much as a non-material rewarding method by the manager. The educational opportunities was experienced to be used at least little by the managers. (Table 11.)

The importance to get non-material rewarding from immediate supervisor

According to respondent all the non-material rewarding methods were seen very important to get from the managers because of the high percentages. Permanence and continuous of employment, feedback from work, possibility to influence in working hours, and thanking were evaluated to be the most important methods to receive from the manager. These methods were expected to be received either much or very much from the manager, more than ninety five percent in each. (Table 12.)

The possibility to get more demanding tasks was clearly the least expected non-material rewarding method among the respondents. Only one to two percent experienced that flexible working hours, possibility to influence in decision making, and possibility to get more demanding work tasks were the methods which were least important non-material rewarding methods to receive from manager. (Table 12.)

Table 12. The importance to get non-material rewarding from immediate supervisor (n=84)

Non-material reward methods	Very little		Little		Neither		Much		Very much	
	n	%	n	%	n	%	n	%	n	%
Permanence of employment	0	0	1	1	3	4	27	32	53	63
Continuous of employment	0	0	1	1	2	2	28	33	53	63
Possibility to influence in working hours	0	0	1	1	3	4	50	60	30	36
Flexible working times	2	2	1	1	8	10	48	57	25	30
Possibility to influence in work	0	0	2	2	3	4	52	62	27	32
Participatory manager	0	0	3	4	5	6	45	54	31	37
Possibility to influence in decision-making	1	1	3	4	3	4	48	57	29	35
Possibility to get more demanding tasks	1	1	4	5	11	13	51	61	17	20
Demonstration of appreciation	0	0	2	2	0	0	29	35	53	63
Thanking	0	0	2	2	2	2	23	27	57	68
Feedback from work	0	0	2	2	1	1	23	27	58	69
Development opportunities	0	0	2	2	6	7	42	50	34	40
Educational opportunities	0	0	1	1	6	7	39	46	38	45

The permanence and continuous of employment, and possibility to influence in working hours are the non-material rewarding methods which should be receive greatly from the managers among all the age groups and work experience groups, almost half or more than half of the respondent experienced like this. Only one percent of the respondent experienced that these methods are somehow important methods to receive from managers. (Table 13.)

Two percent of the respondents (n= 2), by age of over sixty and work experience of more than twenty years, experienced that **flexible working times** as a non-material rewarding method is not so important method to receive. Among the personnel by age over sixty years and with work experience of more than twenty years were the employees who had wider dispersion among all the responses. (Table 13.)

Possibility to influence in work and **participatory manager** were almost experienced equally among the respondents. The possibility to influence in work was little bit more expected to receive from manager than participatory manager as a non-material rewarding method. Both methods were experienced to receive very much from managers by the personnel by age of forty to sixty and with the work experience of six to ten years. (Table 13.)

Table 13. The importance to get non-material rewarding from immediate supervisor by age and work experience (n=84)

Non material rewarding methods	Age										Work experience							
	20-29		30-39		40-49		50-59		>60		< 5 years		6-10 years		11-20 years		> 20 years	
	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n
Permanence of employment																		
Little	0	0	0	0	0	0	0	0	11	1	0	0	0	0	0	0	4	1
Neither or nor	6	1	0	0	0	0	4	1	11	1	3	1	0	0	0	0	9	2
Much	47	8	23	3	32	7	26	6	33	3	38	11	13	2	29	5	39	9
Very much	47	8	77	10	68	15	70	16	44	4	59	17	87	13	71	12	48	11
Continuous of employment																		
Little	0	0	0	0	0	0	0	0	11	1	0	0	0	0	0	0	4	1
Neither or nor	0	0	0	0	0	0	4	1	11	1	0	0	0	0	0	0	9	2
Much	35	6	38	5	36	8	26	6	33	3	34	10	13	2	35	6	43	10
Very much	65	11	62	8	64	14	70	16	44	4	66	19	87	13	65	11	43	10
Possibility to influence in working hours																		
Little	0	0	0	0	0	0	0	0	11	1	0	0	0	0	0	0	4	1
Neither or nor	6	1	0	0	0	0	4	1	11	1	0	0	7	1	0	0	9	2
Much	82	14	54	7	55	12	48	11	67	6	76	22	27	4	59	10	61	14
Very much	12	2	46	6	45	10	48	11	11	1	24	7	67	10	41	7	26	6
Flexible working times																		
Very little	0	0	0	0	0	0	0	0	22	2	0	0	0	0	0	0	9	2
Little	0	0	0	0	0	0	0	0	11	1	0	0	0	0	0	0	4	1
Neither	18	3	15	2	5	1	4	1	11	1	10	3	13	2	0	0	13	3
Much	76	13	54	7	59	13	48	11	44	4	69	20	27	4	65	11	57	13
Very much	6	1	31	4	36	8	48	11	11	1	21	6	60	9	35	6	17	4
Possibility to influence in work																		
Little	0	0	0	0	0	0	4	1	11	1	0	0	0	0	0	0	9	2
Neither or nor	0	0	8	1	0	0	4	1	11	1	0	0	7	1	6	1	4	1
Much	94	16	62	8	45	10	52	12	67	6	79	23	33	5	59	10	61	14
Very much	6	1	31	4	55	12	39	9	11	1	21	6	60	9	35	6	26	6
Participatory manager																		
Little	0	0	0	0	5	1	4	1	11	1	3	1	0	0	0	0	9	2
Neither or nor	0	0	8	1	0	0	13	3	11	1	0	0	7	1	6	1	13	3
Much	76	13	69	9	41	9	39	9	56	5	66	19	47	7	59	10	39	9
Very much	24	4	23	3	55	12	43	10	22	2	31	9	47	7	35	6	39	9
Possibility to influence in decision making																		
Very little	0	0	0	0	0	0	4	1	0	0	0	0	0	0	0	0	4	1
Little	0	0	0	0	5	1	4	1	11	1	0	0	0	0	6	1	9	2
Neither	0	0	0	0	0	0	13	3	0	0	0	0	0	0	6	1	9	2
Much	82	14	62	8	50	11	39	9	67	6	76	22	33	5	59	10	48	11
Very much	18	3	38	5	45	10	39	9	22	2	24	7	67	10	29	5	30	7
Possibility to get more demanding work tasks																		
Very little	0	0	0	0	0	0	4	1	0	0	0	0	0	0	0	0	4	1
Little	6	1	8	1	5	1	0	0	11	1	7	2	7	1	0	0	4	1
Neither	6	1	38	5	5	1	13	3	11	1	10	3	13	2	24	4	9	2
Much	82	14	54	7	50	11	57	13	67	6	72	21	47	7	47	8	65	15
Very much	6	1	0	0	41	9	26	6	11	1	10	3	33	5	29	5	17	4
Demonstration of appreciation																		
Little	0	0	0	0	0	0	4	1	11	1	0	0	0	0	6	1	4	1
Much	12	2	46	6	23	5	52	12	44	4	28	8	27	4	41	7	43	10
Very much	88	15	54	7	77	17	43	10	44	4	72	21	73	11	53	9	52	12
Thanking																		
Little	0	0	0	0	0	0	4	1	11	1	0	0	0	0	6	1	4	1
Neither or nor	0	0	0	0	0	0	9	2	0	0	0	0	0	0	6	1	4	1
Much	12	2	31	4	14	3	39	9	56	5	17	5	27	4	29	5	39	9
Very much	88	15	69	9	86	19	48	11	33	3	83	24	73	11	59	10	52	12
Feedback from work																		
Little	0	0	0	0	0	0	4	1	11	1	0	0	0	0	6	1	4	1
Neither or nor	0	0	0	0	0	0	4	1	0	0	0	0	0	0	0	0	4	1
Much	12	2	38	5	5	1	48	11	44	4	24	7	27	4	29	5	30	7
Very much	88	15	62	8	95	21	43	10	44	4	76	22	73	11	65	11	61	14
Development opportunities																		
Little	0	0	8	1	0	0	0	0	11	1	0	0	7	1	0	0	4	1
Neither	0	0	15	2	5	1	13	3	0	0	7	2	0	0	12	2	9	2
Much	65	11	46	6	23	5	57	13	78	7	52	15	33	5	53	9	57	13
Very much	35	6	31	4	73	16	30	7	11	1	41	12	60	9	35	6	30	7
Educational opportunities																		
Little	0	0	8	1	0	0	0	0	0	0	0	0	7	1	0	0	0	0
Neither	6	1	8	1	5	1	13	3	0	0	7	2	0	0	12	2	9	2
Much	59	10	38	5	27	6	43	10	89	8	52	15	27	4	41	7	57	13
Very much	35	6	46	6	68	15	43	10	11	1	41	12	67	10	47	8	35	8

Possibility to influence in decision-making and **possibility to get more demanding work tasks** were the methods which was experienced to be not important method to receive from manager in both by the one percent of personnel (n=1), with the work experience of more than twenty years and by age of fifty to fifty nine. Among the all personnel by age of fifty to fifty nine years and work experience of more than twenty years the dispersion was among all the responses. (Table 13.)

The non-material rewarding methods; **demonstration of appreciation, thanking, and feedback from work** are the methods which are very much expected to receive from manager among in all work experience groups. Among the personnel by age of fifty to fifty nine the demonstration of appreciation and feedback from work were the methods they experienced to be mostly quite important. For personnel by age of over sixty the thanking was mostly quite important. (Table 13.)

The development and educational opportunities were most important to personnel with work experience of six to ten years. Among the age groups of forty to forty nine the development opportunities was most important. The educational opportunities was most important to personnel by age of thirty to fifty nine years of age. (Table 13.)

Three most important non-material rewarding methods by respondents

The figure seven shows that demonstration of appreciation (46 %), permanence of employment (43 %) and feedback from work (39 %) were the three most important methods among all respondents. The respondents evaluated that possibility to get more demanding tasks is least important, only six percent experienced it important. The possibility to influence in work times (30 %) and thanking (26 %) were also highly appreciated in the order of importance. None of these non-material methods were left without responses.

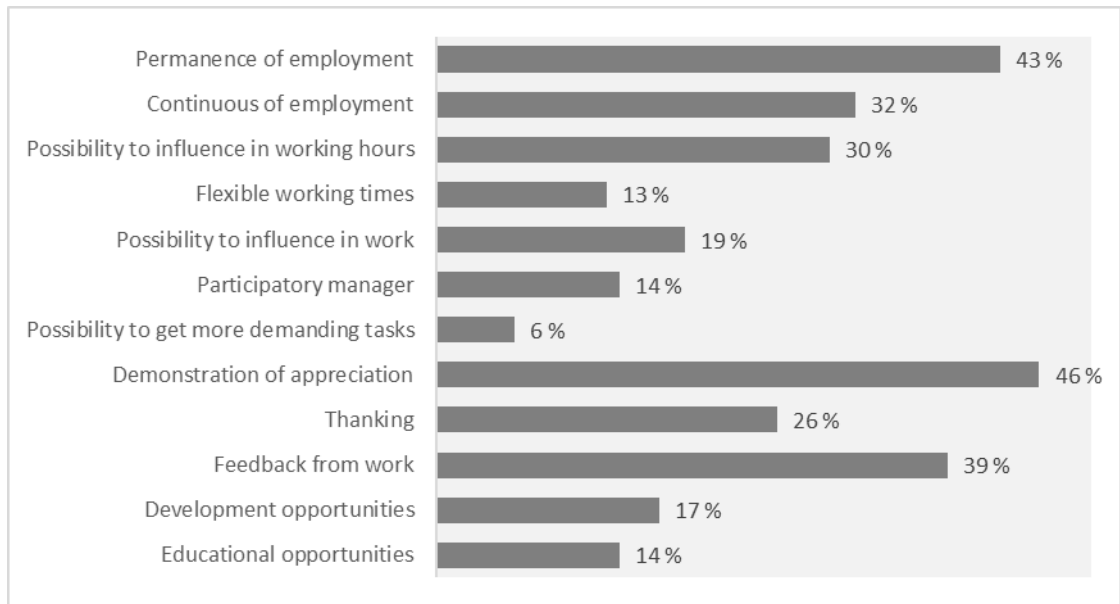


Figure 7. Three most important non-material rewarding methods (n=84)

Viewing the results by age groups the importance has more variations. The personnel by age of twenty to twenty nine years are experiencing the feedback from work (n= 12 / 71 %), demonstration of appreciation (n=10 / 59 %) and continuous of employment (n= 7 / 41 %) were most important methods. The personnel by age of thirty to thirty nine years has different three most important methods: Thanking, possibility to influence in work times and permanence of employment. More than half of the respondents (n= 7 / 54 %) in this age group appreciated these methods most. (Table 14.)

Table 14. Three most important non-material rewarding method by age and work experience (n=84)

Non-material rewarding methods	Age										Work experience							
	20-29		30-39		40-49		50-59		>60		< 5 years		6-10 years		11-20 years		> 20 years	
	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n
Permanence of employment	18	3	54	7	50	11	52	12	33	3	34	10	60	9	41	7	43	10
Continuous of employment	41	7	15	2	18	4	35	8	67	6	34	10	27	4	29	5	35	8
Possibility to influence in work hours	18	3	54	7	36	8	30	7	0	0	24	7	53	8	41	7	13	3
Flexible work hours	0	0	8	1	23	5	13	3	22	2	7	2	7	1	18	3	22	5
Possibility to influence in work	6	1	31	4	18	4	17	4	33	3	10	3	27	4	18	3	26	6
Participatory manager	12	2	8	1	9	2	22	5	22	2	10	3	7	1	12	2	26	6
Possibility to get more demanding tasks	12	2	0	0	5	1	9	2	0	0	3	1	20	3	6	1	0	0
Demonstration of appreciation	59	10	38	5	41	9	39	9	67	6	48	14	33	5	35	6	61	14
Thanking	29	5	54	7	14	3	22	5	22	2	38	11	0	0	35	6	22	5
Feedback from work	71	12	8	1	50	11	26	6	33	3	59	17	27	4	29	5	30	7
Development opportunities	24	4	15	2	27	6	9	2	0	0	21	6	13	2	18	3	13	3
Educational opportunities	12	2	15	2	9	2	26	6	0	0	10	3	27	4	18	3	9	2

Personnel by age of forty to forty nine has similarities with the youngest age group in three most important non-material rewarding methods. Half of the respondent (n= 11 / 50 %) in this age group experienced the feedback from work and permanence of employment together with demonstration of appreciation (41 %) to be three most important ones. The last two age groups had selected similar methods, both groups had permanence of employment, continuous of employment and demonstration of appreciation. The personnel over sixty years of age also appreciated the possibility to influence in work and feedback from work as much they appreciated the permanence of employment. (Table 14.)

When overviewing all the age groups can be seen similarities in selected methods. In all age groups with exception of age group of thirty to thirty nine years the demonstration of appreciation was among one of the three most important methods. The permanence or the continuous of employment were also appreciated highly among these age groups with exception of age group of thirty to thirty nine years. (Table 14.)

The influence of non-material rewarding in motivation, commitment and work performance

Figure eight shows that non-material rewarding was seen as a good way to influence in employees motivation. More than seventy percent (n=61) of the respondents experienced that rewarding is influencing highly in motivation. The respondents estimated that rewarding is least impacting on work performance. Although the rewarding was seen to have very good impact on motivation, commitment and work performance.

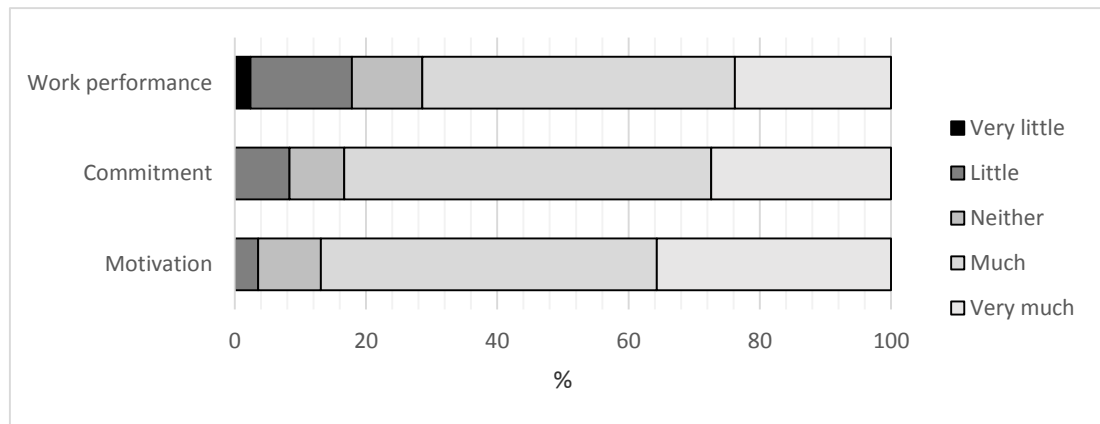


Figure 8. The impact of non-material rewarding in work performance, commitment and motivation (n=84)

The non-material rewarding was experienced to influence in motivation, in commitment and in work performance among the personnel in all work experience groups. Most dispersion about the experiences were among the among the employees who had less than five years or eleven to twenty years of work experience while the . While the non-material rewarding was experienced to influence in commitment highly in an age groups of six to eleven years or more than twenty years of work experience. (Table 15.)

Table 15. The impact of non-material rewarding in motivation, commitment and in work performance (n=84)

	Age										Work experience							
	20-29		30-39		40-49		50-59		>60		< 5 years		6-10 years		11-20 years		> 20 years	
	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n
In motivation																		
Little	0	0	8	1	0	0	9	2	0	0	3	1	0	0	12	2	0	0
Neither	6	1	15	2	14	3	9	2	0	0	14	4	7	1	12	2	4	1
Much	53	9	69	9	41	9	43	10	67	6	55	16	47	7	29	5	65	15
Very much	41	7	8	1	45	10	39	9	33	3	28	8	47	7	47	8	30	7
In commitment																		
Little	6	1	15	2	5	1	9	2	11	1	7	2	7	1	12	2	9	2
Neither	6	1	15	2	9	2	9	2	0	0	10	3	7	1	12	2	4	1
Much	59	10	69	9	59	13	48	11	44	4	62	18	67	10	29	5	61	14
Very much	29	5	0	0	27	6	35	8	44	4	21	6	20	3	47	8	26	6
In Work performance																		
Very little	0	0	8	1	5	1	0	0	0	0	3	1	0	0	6	1	0	0
Little	24	4	8	1	5	1	26	6	11	1	14	4	7	1	29	5	13	3
Neither	12	2	23	3	9	2	9	2	0	0	17	5	7	1	6	1	9	2
Much	35	6	54	7	59	13	39	9	56	5	48	14	53	8	29	5	57	13
Very much	29	5	8	1	23	5	26	6	33	3	17	5	33	5	29	5	22	5

The results in table fifteen shows that age groups of thirty to thirty nine years and age group of fifty to fifty nine years experienced that non-material rewarding is influencing less in motivation and commitment. The personnel by age over sixty years experienced that non-material rewarding is influencing highly in motivation, in commitment and in work performance.

The way to give the non-material rewarding

As figure nine shows majority of the respondent thought that the non-material rewarding should be carried out privately. Privately, only with the presence of the immediate supervisor and the person who will be rewarded. One third of the respondent (n=28) supported an open rewarding. Open rewarding in front of a hole personnel.

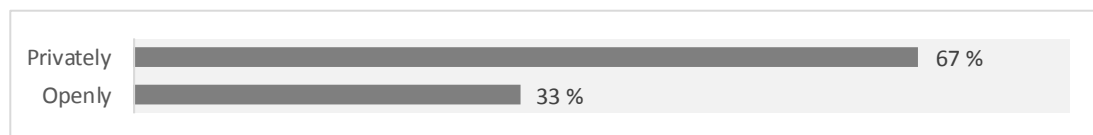


Figure 9. Private or open way to give non-material rewarding (n=84)

The respondent were asked to give reasons, why they choose the openly or privately method. The respondents who selected to give non-material rewarding **openly** thought that by open rewarding the work community would increase the spirit and motivation, and it might encourage the others too. It increases the openness in whole work place by the fact that reasons will be known to all, and it fairer and does not create cover-ups or bitterness. By open rewarding everyone are treated equal and there is no favoritism. When appreciation from manager is visible, it benefits whole personnel through the positive feedback, and may increase a token of appreciation or contribute to give feedback among the personnel. Rewarding openly the rewarded be noticed at work place among the co-worker and the rewarded could pass her knowledge and know-how to the others through the more demanding tasks and by teaching.

"It is a personal matter" was the main reasons why the respondents selected **privately** response option when talking about the best way of deliver the non-material rewarding. Several respondents felt like this. It was find out that they considered the option possibility through the whole work place well-being when the answers were examined. They felt that private rewarding causes less bitterness or envy among the employees, and there will be no competition due to private way.

Private way is fairer and does not create different-esteem between employees and it is more equal among them, *"no one is better than another"*. One respondent felt that open rewarding might cause displeasure for someone about him/herself when he/she is left without rewarding. For many respondents to get reward privately is safer, because it might be difficult to accept reward, *"it is not easy to receive praise"*, or they do not want cause attention in work place, *"to be better than the others"*.

Table 16. Open or private way to give non-material rewarding (n=84)

The way to give non-material rewarding	Age										Work experience							
	20-29		30-39		40-49		50-59		>60		< 5 years		6-10 years		11-20 years		> 20 years	
	n=17		n=13		n=22		n=23		n=9		n=29		n=15		n=17		n=23	
	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n
Openly	18	3	23	3	23	5	43	10	78	7	17	5	33	5	41	7	48	11
Privately	82	14	77	10	77	17	57	13	22	2	83	24	67	10	59	10	52	12

Majority of the respondents who experienced that open rewarding is better manner to give non-material rewarding had work experience more than twenty years and they were by age more than sixty years. The private manner was very highly experienced to be the best manner to give non-material rewarding among the personnel by age of less than thirty who had work experience less than five years. (Table 16.)

The importance of non-material rewarding

The figure ten illustrates that non-material rewarding was very important to the thirty seven percent (n= 31) of the respondents. More than fifty percent of the respond-

ents (n= 47 / 56 %) experienced that non-material rewarding is quite important to them. Non-material rewarding was either unimportant or important or somehow unimportant in both to four percent of the respondents (n= 3). None of the respondent did not experienced that non-material rewarding is very unimportant to them.

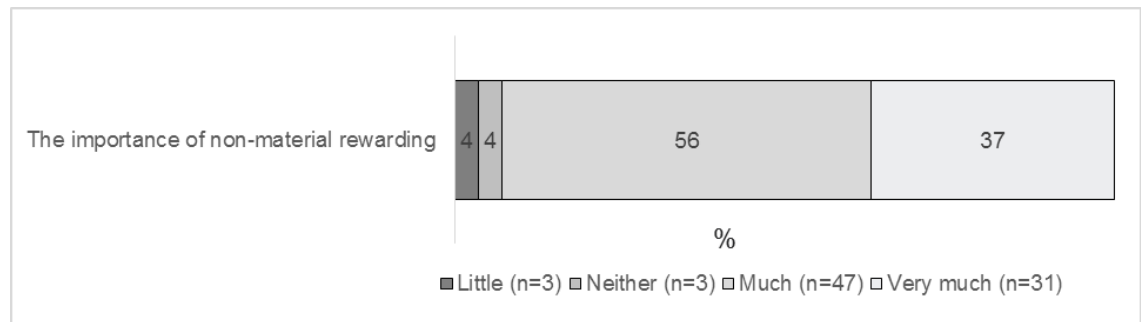


Figure 10. The importance of non-material rewarding (n=84)

The non-material rewarding was quite important among all the age groups for the respondents. Most of the respondent experienced non-material rewarding method to be important or very important to them. Three respondents experienced that non-material rewarding is somehow important to them or it is neither or nor important for them. (Table 17.)

Table 17. The importance of the non-material rewarding by age and work experience (n=84)

Importance	Age										Work experience							
	20-29		30-39		40-49		50-59		>60		< 5 years		6-10 years		11-20 years		> 20 years	
	n=17	n=13	n=22	n=23	n=9	n=29	n=15	n=17	n=23	%	n	%	n	%	n	%	n	
Little	6	1	0	0	0	0	4	1	11	1	0	0	13	2	0	0	4	1
Neither	0	0	0	0	14	3	0	0	0	0	3	1	7	1	0	0	4	1
Much	35	6	92	12	41	9	70	16	44	4	59	17	40	6	53	9	65	15
Very much	59	10	8	1	45	10	26	6	44	4	38	11	40	6	47	8	26	6

The non-material rewarding method was most important to the respondents who had work experience between eleven to twenty years. Most of them experienced the non-material rewarding to be important or very important. Among the respondent who had work experience between six to ten years had most dispersion among the responses, some respondents experienced the non-material rewarding is somehow unimportant (n= 2 / 13 %) and one (n=1) experienced that non-material rewarding was neither or nor important. (Table 17.)

The impact of non-material rewarding in interest, attractiveness, enthusiasm of developing and applying to in long-term care

In figure eleven is shown that non-material reward was experienced to be a very good manner in management. More than one fourth of the respondent experienced that non-material reward is effecting in interest, attractiveness, enthusiasm of developing and applying to in long-term care. Mostly the non-material rewarding as a method is increasing an interest in long-term care by the respondents, and is less increasing the applying the work in long-term care. One to two percent of the respondent (n=1-2) experienced that non-material rewarding is not increasing at all the interest, attractiveness, enthusiasm of developing, and applying to in long-term.

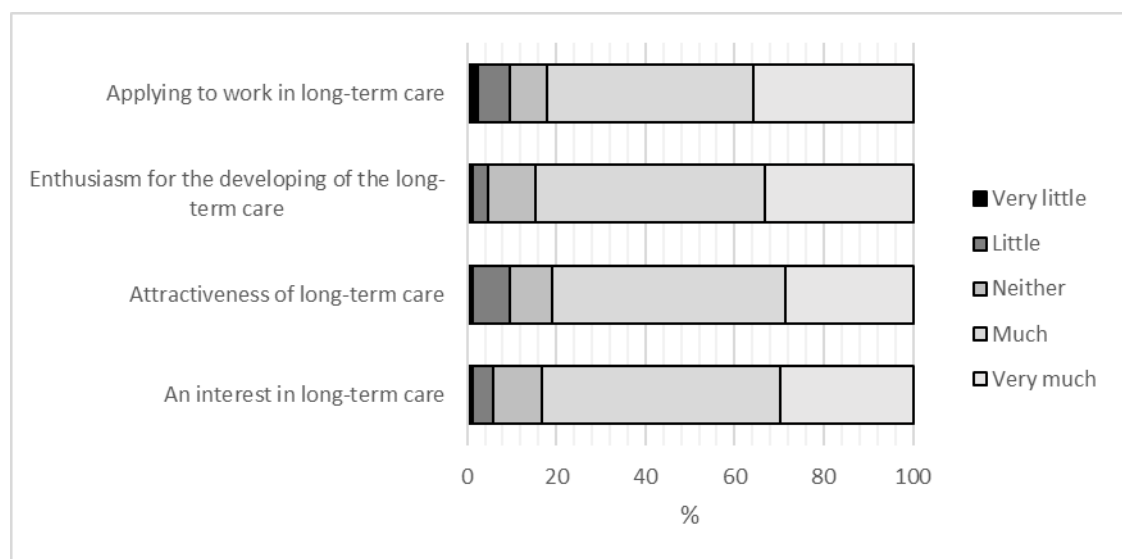


Figure 11. The impact of non-material rewarding (n=84)

The personnel by age of less than thirty or over forty years experienced that non-material rewarding is increasing highly the interest in long-term care. The personnel by age of thirty to thirty nine experienced that non-material rewarding is increasing much or neither or nor in an interest in long-term care. (Table 18.)

Table 18. The impact of non-material rewarding (n=84)

	Age										Work experience							
	20-29		30-39		40-49		50-59		>60		< 5 years		6-10 years		11-20		> 20 years	
	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n
An interest in long-term care																		
Very little	6	1	0	0	0	0	0	0	0	0	0	0	7	1	0	0	0	0
Little	0	0	8	1	5	1	4	1	11	1	7	2	7	1	0	0	4	1
Neither	6	1	31	4	9	2	9	2	0	0	7	2	20	3	12	2	9	2
Much	71	12	62	8	32	7	48	11	78	7	66	19	47	7	41	7	52	12
Very much	18	3	0	0	55	12	39	9	11	1	21	6	20	3	47	8	35	8
Attractiveness of long-term care																		
Very little	6	1	0	0	0	0	0	0	0	0	0	0	7	1	0	0	0	0
Little	6	1	8	1	9	2	9	2	11	1	10	3	7	1	0	0	13	3
Neither	6	1	31	4	9	2	4	1	0	0	7	2	20	3	12	2	4	1
Much	65	11	62	8	36	8	43	10	78	7	66	19	40	6	41	7	52	12
Very much	18	3	0	0	45	10	43	10	11	1	17	5	27	4	47	8	30	7
Enthusiasm for the development of the long-term care																		
Very little	6	1	0	0	0	0	0	0	0	0	0	0	7	1	0	0	0	0
Little	0	0	8	1	5	1	4	1	0	0	7	2	7	1	0	0	0	0
Neither	6	1	23	3	9	2	9	2	11	1	7	2	13	2	12	2	13	3
Much	65	11	62	8	36	8	39	9	78	7	66	19	33	5	41	7	52	12
Very much	24	4	8	1	50	11	48	11	11	1	21	6	40	6	47	8	35	8
Applying to work in long-term care																		
Very little	6	1	8	1	0	0	0	0	0	0	3	1	7	1	0	0	0	0
Little	0	0	8	1	9	2	9	2	11	1	3	1	13	2	0	0	13	3
Neither	6	1	23	3	9	2	4	1	0	0	7	2	13	2	12	2	4	1
Much	53	9	54	7	27	6	43	10	78	7	52	15	33	5	41	7	52	12
Very much	35	6	8	1	55	12	43	10	11	1	34	10	33	5	47	8	30	7

The way job autonomy is carried out

The figure twelve shows that all the respondent experienced that they have job autonomy at their work places in some level. Seventy five percent of the respondents (n= 63) experiences that in their work places the job autonomy is carried out to a certain extent. One quarter of the respondents, twenty five percent (n= 21) experiences that in their work places they have a permanent job autonomy.

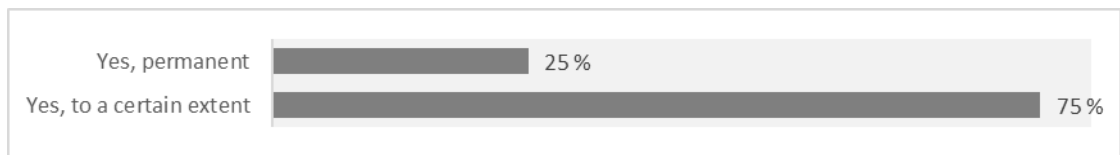


Figure 12. Job autonomy (n=84)

All the personnel by age of over sixty years (n= 9 / 100 %) experiences that they have job autonomy in their work places to a certain extend. In the other age groups there were more dispersion among the experience of job autonomy. Almost half of the personnel by age of forty to forty nine (n=10) experienced that they have permanent job autonomy. (Table 19.)

Table 19. Job autonomy by age and work experience (n=84)

Job autonomy	Age										Work experience								
	20-29		30-39		40-49		50-59		>60		< 5 years		6-10 years		11-20 years		> 20 years		
	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	
Yes, to a certain extend	13	76	9	69	12	55	20	87	9	100	20	69	12	80	12	71	12	83	19
Yes, permanent	4	24	4	31	10	45	3	13	0	0	9	31	3	20	5	29	4	17	4

Among the work experience groups the permanent job autonomy was experienced to be carried out mostly. Almost one third of the personnel with the work experience of less than five years experienced that in their work places the permanent job autonomy is carried out. The personnel with work experience between six to ten years mostly experienced that in their work places the job autonomy is carried out to a certain extend. (Table 19.)

The respondent’s satisfaction with their current work tasks

Figure thirteen shows that the personnel were satisfied with their current work tasks. Sixty percent of the respondents (n= 49) experienced satisfaction with their work tasks. Thirty percent of the respondents were very satisfied (n=25). Few of the respondents were unsatisfied or neither or nor satisfied with their current work tasks.



Figure 13. The impact of non-material rewarding in satisfaction (n=84)

Most satisfied with their current work tasks were the personnel by age of over sixty years, ninety percent (n=8) were satisfied and ten percent were very satisfied. None of the respondents were very unsatisfied with their current work tasks. Few of the respondents by age of less than thirty or from forty to fifty nine experienced that they are somehow unsatisfied with their work tasks. (Table 20.)

Table 20. The impact of non-material rewarding in satisfaction by age and work experience (n=84)

Job satisfaction	Age										Work experience								
	20-29		30-39		40-49		50-59		>60		< 5 years		6-10 years		11-20 years		> 20 years		
	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	
Very little	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Little	0	0	0	0	5	1	4	1	0	0	0	0	13	2	0	0	0	0	0
Neither	12	2	23	3	0	0	13	3	0	0	10	3	27	4	6	1	0	0	0
Much	71	12	54	7	50	11	48	11	89	8	62	18	40	6	53	9	70	16	16
Very much	18	3	23	3	45	10	35	8	11	1	28	8	20	3	41	7	30	7	7

The personnel with work experience of more than a twenty years were most satisfied with their current work tasks, seventy percent (n=16) experienced that they are satisfied and thirty percent (n=7) experienced that they are very satisfied. Among the personnel with work experience of six to ten years were more dispersion with the satisfaction, from unsatisfied to very satisfy. The personnel with the work experience with less than five years and from eleven to twenty years the satisfaction with the current work tasks were mostly high. (Table 20.)

7.3 Summary of the results

Throughout this study was shown that non-material rewarding methods are very familiar, very well-known and very well used methods to personnel when the non-material reward methods were examined. Clearly can be said that personnel are experiencing the non-material rewarding to be important part of the management and they are expecting to receive it. Almost eighty percent of the employees find it very important to get non-material rewarding with exception of one or two employees in all the categories of non-material rewarding who disagreed with the majority.

The permanence of employment and continuous of employment were one methods which were very well known among the personnel. They were the methods which immediate supervisors are using most and personnel are expecting to receive them from immediate supervisors most. However the personnel do not experience that these methods are the most describable ones of non-material methods, these methods game to 6th and 7th places among all the methods.

The demonstration of appreciation, thanking and feedback from work were the methods which the personnel find most describable of non-material methods and they experience that it is very important to receive them as non-material rewarding methods. They experience that immediate supervisor is using these methods quite well even though they were not the most familiar ones to the personnel.

The possibility to get more demanding task as non-material rewarding method was least familiar to employees. It was less appreciated through the whole research. Per-

sonnel experienced that the possibility to get more demanding task is the least image of non-material reward methods. They did not experience to receive this non-material rewarding method from their immediate supervisors, on the other hand they least expected to receive it.

It was very clear that personnel are expecting to get non-material rewarding more privately than openly. They experienced the private way is fairer and does not create any conflicts, like bitterness, in work places. The personnel experiences the non-material rewarding mostly to be very private matter, in that way person who is rewarded is not in a center of attention.

The personnel who preferred the open non-material rewarding thought that openness might increase the atmosphere and courage. Courage for the personnel to give positive feedback to each other's along with the immediate supervisor. The notable thing was, when evaluating the both open and private ways, that in both alternatives the bitterness was mentioned among the personnel when talking about the non-material rewarding. It was well recognized symptom which can arise because of an open or a private rewarding, especially among the female-dominated field.

Three quarters of the personnel experienced that in their working places is carried out the job autonomy, at least to a certain extend. Most of the employees (58 %) were quite satisfied with their current work tasks. Personnel experiences that motivation and commitment to work is increasing because of the non-material rewarding. Through the non-material rewarding the work performance is better among the personnel.

The non-material rewarding was experienced to be a good way to influence in interest of the long-term care among the personnel. The personnel experienced that with non-material rewarding methods the enthusiasm for developing the long-term care could be influenced. The applying to work in long-term care is experienced to be increased by the non-material rewarding methods by the personnel.

8 DISCUSSION

The nursing is changing all the time because of the changes in current care recommendations and because of the changes in economic situation. The increasing life expectancy among the elderly brings another challenge in nursing. All the European countries are facing the situation where there are double or triple amount of senior citizens in future who need to be cared for. Even though the home care is arising to be a most important manner how to take care the elderly, all the European countries are facing the fact that long-term care facilities are also needed results of rising life expectancy. The changes in world, in nursing and in world economic are influencing in employees well-being, commitment and motivation in workplaces.

The objective of the master's thesis was to describe personnel's overall knowledge and experiences in non-material rewarding: what is important, how it is used and how it should be used. In addition the aim was to find out if the personnel experiences the non-material rewarding as a key to increase the attractiveness in long-term care. The study setting was planned so that the results would help immediate supervisors to understand the meaning of non-material rewarding to their subordinates. The information produced by this thesis was estimated to be practical for the immediate supervisors as a guidelines how to improve the management and the non-material rewarding in their workplaces.

In this master's thesis the concepts of non-material rewarding were used to describe the phenomenon. The phenomenon was examined mainly with the thirteen non-material rewarding methods. The quantitative questionnaire was used with the data collection from whole personnel with the exception of the immediate supervisor in order to make the results as comprehensive as possible.

Some hospitals are using the magnet hospital model as a frame of reference in nursing because it combines together main elements, like stability of the nursing staff, of attractive hospitals (Rauta 2015; Heikkinen 2010). Therefore the rewarding, especially non-material rewarding, which is one of the element in magnet hospitals should be develop and increased as a one method of management.

8.1 Main Findings and Discussion

In this thesis the respondent's knowledge and experiences about the non-material rewarding methods and their recoverability in management was generally high and positive. Most of the respondents knew the non-material rewarding well, even though Kauhanen (2009, 120-121) defines that there might be lack of appreciation or uncertainty toward the non-material rewarding. The non-material rewarding were seen as an important method to receive from immediate supervisors, and respondents experience that immediate supervisors were given these methods well.

The immediate supervisors are in a demanding role with the rewarding (Hakonen & Hulkko-Nyman 2001, 64). The good HR management, as Guest (see Humelnicu 2014) described in his study, is a basic pillar in organizations. The good management together with good rewarding, where nursing staff is centered with the patients, leads to attractive organization and personnel's job satisfaction and persistence of commitment. (Humelnicu 2014, 85; Kvist et al. 2012; Kääriäinen et al. 2009, 5; Partanen et al. 2008.)

The immediate supervisors were evaluated to perform well the non-material rewarding even that there were some differences and variation in familiarity, importance, use and expectations about non-material rewarding methods among the respondents. The variation in responses supports Juuti's (2011) idea that the people management is a difficult skill. Difficult skill where the management consist many layers and in which the immediate supervisor must take into consideration all the persons attitudes, desires, believes and needs etc. before they can perform successful management. The managers were not according to the result so participatory managers than employees would like them to be. The shared values and good partnership between the administration and employees can lead to collaboration (Scott 2010, 88). Collaboration which helps the immediate supervisor to understand more, like Syväjärvi and others (2012, 3) addresses that the understanding how the personnel is experiencing the meaningful of work is essential.

The meaningful of work means different things to each. Because the personnel gives their time to organizations so they are expecting to receive a refund of this time. On-

ly the material rewarding, although it is important, is not enough, because the people need the acceptance and appreciation, in which case the non-material rewarding is a way to respond to these needs. This was noticeable in results that another appreciated or expected something else than the other. The working time arrangements are essential to the organizations to help personnel to combine the work time and personal time (Hakonen et al. 2014, 202, 230). It was seen through the research that respondents experienced that job autonomy was carried out at least to a certain extent in their work places and it was important to get from immediate supervisor. Working time arrangements are basic everyday work for the immediate supervisor and therefore easy to implement. Thanking, one small word, which is expected to get from immediate supervisor may have a significant meaning for work performance (Lehtinen 2013).

Even though the demonstration of appreciation and feedback from work, which were evaluated to be a strong non-material rewarding method, among the top three most important methods, were not given most by the immediate supervisors. The use of these methods which should be in order (Hakonen et al. 2014, 243) and are lifeblood of good working as an immediate supervisor (Larvi & Vanhala 2014) was less than personnel expected. These important manners are improving the satisfaction and commitment (Elo et al. 2009, 61-62; Hakonen et al. 2014, 243-250; Larvi & Vanhala 2014).

The permanence and the continuous of employment were two non-material rewarding methods which were experienced very highly. These method were most familiar ones among the non-material rewarding methods. As Hakonen and others (2014, 202-203) addressed the permanence of employment as a method has a big influence in non-material rewarding, greater than is usually considered, which was noticeable in this research, because respondents did not experience permanence of employment to be one of the strongest one, even though they experienced it to be in one of the top three most important methods to receive and they experienced to receive it well from immediate supervisors. Personnel might subconsciously lift this method as a one main methods, even if they do not see it as a strong method of non-material rewarding. The uncertainty of the future or reduction of operations in health care

sectors may cause worry about unemployment among the personnel. As Viitala (2013, 139) address that through the work people get status value because of the security and financial benefits, factors that are coming from permanence or continuity of work, in which the non-material rewarding methods might influence or be experienced strongly.

In the results surprises that the possibility to get more demanding tasks was throughout the research experienced at the bottom end of the methods. The respondents did not experience it familiar nor important nor strong one. They did not expected to get it from immediate supervisor nor did they not receive it. The magnitude of existing workload may effect on the fact why this method is less appreciated and it is not desired from immediate supervisors.

The possibility to get more demanding work tasks has been thought to increase the motivation or satisfaction in work, in Maslow's esteem needs and in Herzberg's motivator factors. This puzzles, because the possibility to get more demanding tasks was less valued and expected. According to Maslow when needs for safety is compromised person may work more effectively, and therefore the possibility to get more demanding work tasks odd to be the way to prove your validity to your workplace. But according to the results the personnel did not want to get more demanding tasks from the immediate supervisor. Is it because they were already satisfied with their current work tasks, and they were concentrated to perform current work properly, because they wanted to secure the continuous of employment without the risk of failure with the new demanding work task.

The previous studies has shown that with rewarding can influence in personnel's motivation, commitment as well their energy (see Handolin 2013, 26; Moisio et al. 2006, 17). This emerged from the respondent's appreciation of non-material rewarding as a method to increase the motivation and commitment in long-term care, and personnel's experience that non-material rewarding is a strong part of management. Through the non-material rewarding the motivation and commitment increases and the personnel are satisfied with their work and the turnover reduces, which is essential now a days in organizations.

Even though Viitala (2013, 16) points out that rewarding must implement rightly and openly, because the fairness and equality are the key factors in work motivation, personnel preferred the private rewarding more than open one. Combining together the non-material rewarding and management is difficult (Kauhanen 2015, 13) and can be said that the way how to give non-material rewarding is two-headed sword. A sword in which the bitterness, equality and fairness were mentioned on each blade. As Paakkolanvaara (2012, 15) find that the persons are experiencing or expecting differently about rewarding, which emerged from the results. The persons own expectations are defining the selection of the options. Therefore it is essential as Hakonen and Hulkko-Nyman (2011, 9, 22, 64) stated 'when improving rewarding it should be knowledge for whom it is improved'.

The diversity of work communities influences in the outcome of the study. Kauhanen (2015, 13) summarized that many background variables are effecting in motivation together with different kind of expectations. Expectations that are unique because of each have their own views, experiences and needs from live and from work. Directly cannot be generalized that the profession, education, sex, age, work situation or work experience are the factors which are influencing in how the respondents were experiencing the non-material rewarding because there were different kind of variation through the whole research. Only generalization which can be made is that persons own backgrounds with persons own believes is influencing the experiences. Noticeable was that the non-material rewarding was slightly different for younger and older generation with least or most work experience. The lack of knowledge of nursing or working life together with the lack of interest or experience may influence in the experience of non-material rewarding.

When examined the empirical results to Maslow's hierarchy of needs can be noticed similarities in needs and in order. The results automatically were placed in same order than in Maslow's theory. The physiological and safety needs were fulfilled with the permanence or continuous of employment, because through these methods the person is securing the well-being and the future. These needs were most important for respondents to get like in Maslow's pyramids first level describes. The respond-

ent's needs for appreciation, thanking, feedback from work and possibility to influence in working hours were the next ones which rise up from the material, and these methods are fulfilling the need for valuation and recognition. According to material the personnel concentrated to fulfill these lower level needs because the possibility to get more demanding work tasks along with the development and educational opportunities which can be compare to the highest level in Maslow's hierarchy, in which the person fulfills the needs of self-realization, were least important for the respondents.

The results in this thesis supported that facts that people do have different motives simultaneously influencing their motivation, commitment and work performance. The Maslow's motivation theory explains that persons are seeking the higher needs after the basic needs are fulfilled was proven inaccurately in this thesis. Even if most of the respondents had security in their life with the permanent work situation and they were more than satisfied with their current work tasks, the respondent did not experienced the need for more demanding tasks. It should be remembered that none of the levels cannot be dominate, because a person needs can be partially fulfilled and partially unfulfilled in every level. By recognizing these unsatisfied or unfulfilled needs the immediate supervisor may influence at least theoretically in persons work performance.

8.2 Trustworthiness and Ethics of the Study

Reliability means that research does not give any random results, the reliability estimates the stability of results. During the research the reliability is one thing which should be investigate. The overall reliability consists of reliability and validity, and it is good when the sample represent the basic group. In this research the overall reliability was improved by examine what was supposed to investigate. (Vilkka 2007, 149-152.) The non-material rewarding and its familiarity and practices together with the employee's experiences and hopes in long-term care wards.

The successful questionnaire is a foundation for a high-quality and reliable quantitative research (Vilkka 2007, 62-78). The questionnaire was prepared for this research.

The questionnaire questions was thought through several times to give answers to research problems, and they were formed to be easily understood. The reliability in this research was increased by the research presentation by the author and by the cover letter left in ward and in front page cover letter in the questionnaire. The reliability was also increased with the instructions in each questions in questionnaire. (Denscombe 2003, 148-155.)

The reliability was increased by pretesting the questionnaire. The pre-testers were selected properly. Pre-testers were nurses with several years working experience either in long-term care or in hospital, and who had different kind of educational background. The questionnaire was improved by taking into account their observations about the understanding and accuracy of the questions and some corrections and improvement were done.

The data was collected through the Internet based questionnaire. The ward managers were informed by e-mail about the questionnaire and they delivered the e-mail link to the questionnaire to their subordinates. One manager followed by a list of help that all subordinates will answer to the questionnaire. The ward managers were reminded twice during the survey about the questionnaire. The response rate was 60 %, which was slightly lower than expected, even though the questionnaire was send to group, that the topic was expected to be an important (Hirsjärvi et al. 2007, 191).

The questionnaire was made to force the respondent to answer to all questions which increased the reliability of the results. Because the thesis was measuring the subject's perceptions and opinions based on the experience of non-material rewarding, the scale of school may not have been the best selected measurement scale for the thesis. The Likert's scale, which has been developed to measure attitudes (McLeod 2008), might have been better.

In Likert's scale the like-mindedness increases with the alleged in the other direction of scale and decreases in another direction from midpoint. The Likert's scale may be offered a choice of five to seven pre-coded responses. (McLeod 2008; Vilkkä 2007,

46.) In scale from school the variation of response alternatives might have been too wide, because the responses mostly were situated among the top three alternatives, only few of lowest alternatives were used randomly. Although the scale of school gave wider dispersion and information about the responses and respondents familiarity, attitude and knowledge about the non-material rewarding.

The primary responsibility for good scientific practice belongs to every individual researcher (Academy of Finland). One of the main ethical principles in thesis is how to select the topic. Should it be timely or fashionable right or should it be one which promotes the common good or interest the researcher (KvaliMOTV). In the present thesis, the topic was relevant and timely right, because the correct using of non-material rewarding responds to the employees needs in work places. The non-material rewarding with its elements may be the key to avoid the shortage of nursing employees and increase the attractiveness in long-term care.

At all the stages of research the ethical issues were evaluated by the author. The research permission was applied from the target organizations, from the service director of the services for elderly in City of Jyväskylä. The research was discussed by the telephone with the service director and the research plan reported the research and its implementation. Other kind of permission was not required due to nature of the research, the research was subjected on personnel not the patients.

Participation was voluntary for the questionnaire and the questionnaire was answered anonymously. The collection and handling of data were confidential, and all the background variables that risked the anonymity were left out of the research results by analyzing the results through the other background variables. The questionnaires and data were disposed appropriately by the author after processing the result, and they are not used in other purposes.

8.3 Conclusions

The long-term care is facing the times of changes. The home care for elderly is rising to be the most favorable nursing act how to take care the elderly. Even though the long-term care is needed because of the elderly population is living longer and longer. Therefore the long-term care has to maintain its attractiveness and non-material rewarding might be one way to maintain the nurses' interest in long-term care.

The conclusions are:

1. The non-material rewarding is very well know among the personnel. Therefore is should be use as a part of management.
2. Personnel are expecting to receive the non-material rewarding from immediate supervisor.
3. Everyones sees the non-material rewarding differently, therefore there cannot made any kind of generalization by age, by profession, by education backgroud, by work situation or by work experience how the non-material rewarding should be carried out.
4. The non-material rewarding is influencing by the respondents in their motivation, commitment and in work performance. With prober non-material rewarding the immediate supervisor can effect in personnels job satisfaction and that way possible reduce the turn over among the nursing personnel, which is essential now a day for long-term care.
5. The personnel in long-term care experinced that non-material rewarding is increasing at least some how the attractiveness of long-term care. Therefore it should be use to lure the good know-how personnel to work in long-term care.

Therefore the organizations should invest in managers' power, competence and 'I want to use rewards' as a part of their management work. The different reward methods works particularly well as an assistant in management, as well as an aid in objective telling and as a support for giving feedback. (Hakonen & Hulkko-Nyman 2011, 64.) The benefits in non-material rewarding are great, and therefore it is pity, that it does not know yet to use versatile. In current economic situation the role of

non-material rewarding increases in organization. Its implementation is principle easy in workplaces everyday life. It only requires the interest from immediate supervisor towards of the needs of subordinates to transmit the uniqueness and personalities of the experience of rewarding to a subordinate. Rewarding requires also innovation and most of all the desire to reward the subordinates from immediate supervisor.

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10 APPENDICES

Appendix 1. Questionnaire

Aineeton palkitseminen / Non-material rewarding

Onnistunut palkitseminen on yksi keino vastata työvoiman saatavuuden, työntekijöiden jaksamisen ja toiminnan ohjaamisen haasteisiin. Erityisesti kuntasektorilla haasteena on työpaikkojen houkuttelevuuden säilyminen.

Palkitsemista on niin aineellista kuin aineetonta. Aineettomia palkitsemisen tapoja ovat mm. työn sisältö, koulutus- ja kehittymismahdollisuudet, mahdollisuus vaikuttaa ja osallistua päätöksentekoon, palaute ja työajan sekä työsuhteen järjestelyt.

Tässä kyselyssä tarkastellaan henkilökunnan tietämystä aineettomasta, ei rahallisesta, palkitsemisesta ja sen käytänteistä työyhteisöissä. Tavoitteena on saada tietoa työntekijöiden tuntemuksista koskien aineetonta palkitsemista ja sen vaikutuksesta motivaatioon ja sitoutumiseen. Kyselyn tuloksia voidaan hyödyntää esimiehen antaman aineettoman palkitsemisen laadun parantamisessa.

Vastaamalla kyselyyn voit omalta osaltasi vaikuttaa aineettoman palkitsemisen laadun, ajankohtaisuuden ja onnistumisen kehittämiseen.

Kyselyyn vastaaminen tapahtuu anonyymisti ja vastauksia ei voida yhdistää jälkepäin yksittäiseen henkilöön tai osastoon.

Taustatiedot / Background information

Valitse sopiva vaihtoehto tai täydennä tieto laatikkoon / Select the corresponding alternative or fulfill the information in the box

*1. Sukupuoli / Sex **

- a. Nainen / Female
- b. Mies / Male

*2. Ikä / Age **

2 merkkiä jäljellä

*3. Koulutus / Education **

- a. Opistotasoinen / Collage-level degree
- b. Alempi ammattikorkeakoulu / University of Applied Sciences
- c. Ylempi ammattikorkeakoulu / Master of Applied Sciences
- d. Joku muu, mikä / Something else,
what

4. Ammatti / Title *

- a. Kodinhoitaja tai hoitoapulainen / Domestic helper or Care assistant
- b. Lähi- tai perushoitaja / Practical nurse
- c. Sairaanhoidtaja / Registered Nurse
- d. Jokin muu, mikä / Something else, what

5. Työaika pitkäaikaishoidossa / Working time in long-term care *

- a. alle 1 vuosi / less than a year
- b. 1-5 vuotta / years
- c. 6-10 vuotta / years
- d. 11-20 vuotta / years
- f. yli 20 vuotta / over 20 years

6. Työtilanne / Work situation *

- a. Vakituinen / Permanent
- b. Sijainen / Deputy or Fill-in worker

15. Missä määrin aineeton palkitseminen voisi lisätä tai vahvistaa seuraavia asioita pitkäaikaishoidossa? / In which extend the non-material rewarding could increase the following issues in long-term care? *

Valitsemalla numeron neljä (4) aineeton palkitseminen ei vaikuta yhtään. Valitsemalla numeron 10 aineeton palkitseminen vaikuttaa hyvin paljon. / By selecting the number four (4) the non-material rewarding does not influence at all. By selecting the number ten (10) the non-material rewarding influences very much.

	4	5	6	7	8	9	10
Kiinnostuneisuutta pitkäaikaishoittoon / An interest in long-term care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pitkäaikaishoidon vetovoimaisuutta / Attractiveness of long-term care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innostusta pitkäaikaishoidon kehittämiseen / Enthusiasm for the developing of the long-term care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hakeutumista pitkäaikaishoittoon töihin / Applying to work in long-term care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Hyödynnetäänkö työyhteisössäsi työautonomiamia? / Is there a job autonomy in your work place? *

- Ei
- Kyllä, jossain määrin
- Kyllä, pysyvä

17. Miten tyytyväinen olet nykyisiin työtehtäviisi? / How satisfied you are in your current work tasks? *

	1	2	3	4	5	
Hyvin tyytymätön	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Hyvin tyytyväinen