

# Differences in work motivation between public and private sector organizations

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## Abstract

This study contributes to our understanding of the differences in work motivation between the public and private sectors. The nature and extent of differences between employees and organizations of the public and private sectors has long been a topic of academic debate. Although much of the debate has centered on structural differences between public and private organizations, there has also been a longstanding interest in the differences between public and private sector employees. We used the sample of 138 respondents in public sector and 221 respondents in private sector by using the Interval scale.

## Keywords

Work Motivation, Public and Private Sector Organizations

## 1. Introduction & Background

Private sector, public sector, and Para public sector value differences were revealed. Para public employees value opportunities for advancement private sector employee's value impressive work more than public servants. Private sector employees displayed greater value differences among employees of the various sectors (Lyons S T., Duxbury L. E., Higgins C. A.; 2006). This study reports findings from a survey of managers in public, private, and hybrid organizations. One inter- predation of these perceptions about goals holds that public managers say their goals are clear because they choose rule loyalty as their main goal(Lan Z., Rainey H. G.;1992).This study examines the interrelationship between external political supports, internal organizational support, the lower and the level of red tape (Chen G., Williams D. W.; 2007).Many scholars and practitioners of public administration converge on the belief that some individual sere predisposed to perform public service measurement scale. Specifically, we use an intensive research technique called-methodology to examine the motives of individuals (Brewer G. A., Selden S. C., Facer R. L.; 2000).Louisiana's Ethical Culture history of colorful politics and corruption federal financial assistance to the state in the outcome of

Hurricane Katrina and helps explain the wide spread misuse of assistance funds. Without adequate shelter, resources, educational opportunities, an overview of the ethical culture of Louisiana Katrina is presented here (Jurkiewicz C. L.; 2007).This research advances the study of these assertions by creating a scale to measure public service motivation. Public service motivation (PSM) represents an individual's prides position to respond to motives grounded primarily or uniquely in public institutions (Perry J. L.; 1996). Using David Rosen bloom's competing perspectives model, we examine Medicaid managed care programs for children with special health care needs to illustrate the influence of legislative and judicial institutional perspectives on the reinvention movement. Furthermore, relative to Medicaid managed care (Reed C. M., Meyer K. P.; 2004).To enhance the utility of meta-analysis as an integrative tool for marketing re- search, a maximum-likelihood-based estimation procedure, is proposed as a metalloids that overcomes heteroscedosticity, a problem known to impair OLS estimates and threaten the validity of meta-analytic findings (Chandrashekara M., Walke B. A.; 1993).

Many behavioral scientists have assumed that the in- formal

organization has a greater impact on organizational effectiveness than the formal organization. Contrary to this assumption, this research demonstrated that employees perceived the formal organization to be more valuable in satisfying individual needs and more influential in affecting behavior than the informal organization. By using nonrandom selected samples to estimate behavioral relationships as an ordinary specification error or "omitted variables" bias. A simple consistent two stage estimator is considered that enables analysts to utilize simple regression methods to estimate behavioral functions by least squares methods. (Heckman' J. J.; 1979).By drawing on the Job Demands and Resources Model, this review article develops a conceptual framework to advance theoretical understanding of the relationship between job-related demands and resources, employee well-being and innovativeness. Burnout in turn can be seen as an inhibitor of innovativeness, and work engagement as an antecedent to innovativeness, mediating the effects of resources and demands at work on innovativeness (Parzefall M. R., Huhtala H.; 2007 ).Intrinsic motivation is thought to prompt risk taking and creativity. Between common creativity background and intrinsic motivation is rarely clarified and the assertion that intrinsic motivation spurs risk taking and creativity has rarely been addressed. Creativity antecedents, intrinsic motivation, and one's willingness to take risks to employee creativity mediate the effect of intrinsic motivation on employee creativity. Findings emerge when using subjective versus objective indicators of employee creativity (Dewett T.; 2007).Meta-analysis is a research method to synthesize previously obtained research results. This paper aims to introduce and critically review the research method of meta-analysis and to illustrate its potential use in applied economic policy analysis (Florax R. J. G. M., Groot H. L. F. D., Mooij R. A. D.; 2002).This study advances our understanding of employee work motivation and performance in the public sector by reinterpreting the literature on public service motivation within the psychological framework of goal theory. The independent contributions of task, mission, increases employee work motivation in the public sector (Bradley E. Wright; 2007).Differences in work motivation between the public and private sectors. Public sector employees in Belgium strongly confirm previous research showing that public sector employees are less extrinsically motivated. Differences in hierarchical level are more important differences. In addition, most observed differences can positive choice of work – life balance (Buelens M., Broeck M. V. D.; 2007).

This paper applies Maslow's Hierarchy of Needs Model to the challenges of understanding and motivating employees in a rapidly changing health care industry.

Re-engineering, mergers, acquisitions, increases in learning demands, and the escalating role of technology in training. Self-actualization, altered work/social environments, and new opportunities keeping up with the technology, the increased pace of training, depersonalization, meeting those needs, and provides the training to meet both sets of needs, enhanced (Benson S. G., Dundis S. P.; 2003).

In Pakistan it is important for the investors to invest from the debt to increase the investment in the country. When the investment increases in the country, imports of that country decreases and exports tends to increase that mean a country's capital account increases and the current account decreases. Debt is important to increase the investment in the country, the production as well as exports will also increase that will reduce the balance of payment through the exports of the product. In the long run internal or external deficit have negative impact on the economic growth of the country. It is increase the future investment in the country's economic growth. It has two impact on the debt and growth.1st it is the burden of debt on the economy and 2nd is debt is the neutral for the economy. Pakistan's external debt reached an unprecedented level during the 1990s. Growth in external debt include inept use of borrowed resources in the form of wasteful government spending, and financing of current expenditure, and investing in low priority development projects, and poor implementation of foreign aided projects. Because of an injudicious utilization of foreign loans, debt carrying capacity of the country weakened due to reduction in real revenues and exports, leading ultimately to increase real cost of government borrowing, both domestic and foreign.

## 2. Methodology

We have conducted research to find out the work motivation levels of employees in public and private sector. For this purpose we have made different samples using convenient sampling a type of non-probability sampling. We have used questionnaire as our data collection technique for our research. Interval scale is used for formulating the questions we have used five liket scales ranging from strongly disagree to strongly agree. The variable explanations are given:

### 2.1. Supportive Environment

The first variable to check the motivation level of the employees is the supportive environment. To check how this variable affect the motivation level of the employee in the public and private sector we asked from the respondent the following questions and it was evaluated on the basis of the five liket scales. Those questions were as follows:

There is documented environment policy in the organization.

Environmental training for all staff is provided in the organization.

Monitoring of our environmental arrangements shows the effectiveness of the system

Our process is environment friendly.

I am satisfied with my understanding of the direction and goals of the company.

### 2.2. Motivation by Authority

Second variable which we used to check the motivation level of the employees in both public and private sector is motivation by authority. We used this variable to check that do

they perform their work freely or not and whether they face any difficulties in the implementation of their decisions. The following questions were asked:

- Safety rules and procedures are carefully followed.
- It's my duty to allocate the related working to my workers.
- I can implement my own decisions.
- My job makes good use of my skills and abilities.

**2.3. Motivation by Self-Esteem**

The third variable used to check the motivation level of the employees in public and private sector is motivation by self-esteem. We used to check that how much information the employees had regarding the company internal and external affairs. To check out the motivation level the following questions were asked from the respondent:

- I have information that what's going on in the organization.
- I am treated fairly by my supervisor.
- I feel I have job security.
- I have freedom I need to meet customer.
- I fear making mistake which others might see.

**2.4. Motivation by Appreciation**

The fourth variable is motivation by appreciation. This variable is used to check the whether the personality traits matters in the organization, does the senior administration cares the ideas given by the employee. Respondents were asked following questions:

- I am very concerned about my appearance.
- The senior administration cares about my idea.
- I feel that company cares about its people.
- Men and women are provided with equal career opportunities in the company.
- I am positive about my future success with the company.

**2.5. Benefits**

The last variable used to check the motivation variable of the employee is benefits. Benefits is such type of variable that motivate employees a lot in such a way if company offers this opportunity to employees so in that way they earn more and fulfill their needs and wants in better way rather than salary because for employees salary is not enough. Respondent's response were evaluate on five liket scales and questions are:

- The company provides me with the type of benefits I need.
- The company provide the type of benefits my family needs.
- I understand the company benefits option.
- My company provides benefits that compare favorably with other companies in the industry.
- Work motivation among the employees of private and public sector:-
- This variable tells us that employee is motivated towards that sector which provides them with facilities and future securities. Respondent were asked the following questions:
- I am hopeful about the future of the company.
- The company is a leader in the industry in important ways.
- The company's leadership has a clear vision of the future
- The company is a strong competitor in key growth areas.

**3. Data Analysis**

**3.1. Public Sector**

Descriptive statistics table shows the overall response of sampling Mean in public organizations consisting of 138 peoples. From conducting research we analyze the 138 respondents in public sector. Their response towards motivation level as a dependent variable is 3.85 which shows that they are neutral neither satisfied nor dissatisfied, regarding to this variable respondents deviate from their mean equal to 0.734. Result lies from 3.116 - 4.584. It shows that response of peoples lies between neutral to strongly agree, and their response towards Supportive environment as a independent variable is 3.68 which shows that they are also neutral. Regarding to this variable respondents deviate from their mean equal to 0.715. Result lies from 2.965 - 4.395. It shows that response of peoples lies between disagree to agree.

Their response towards Authority as an independent variable is 3.75 which shows that they are neutral neither satisfied nor dissatisfied, regarding to this variable respondents deviate from their mean equal to 0.833. Result lies from 2.917 - 4.583. It shows that response of people's lies between disagrees to agree, and their response towards Self-esteem as an independent variable is 3.62 which show that they are neutral. Regarding to this variable respondents deviate from their mean equal to 0.737. Result lies from 2.883 - 4.357. It shows that response of peoples lies between disagree to agree.

Their response towards appreciation as an independent variable is 3.70 that show that they are neutral. Regarding to this variable respondents deviate from their mean equal to 0.770. Result lies from 2.93 - 4.47. It shows that response of people's lies between disagrees to agree, and their response towards benefits as an independent variable is 3.59 that show that they are neutral. Regarding to this variable respondents deviate from their mean equal to 0.722. Result lies from 2.868 - 4.312. It shows that response of peoples lies between disagree to agree.

*Table 1. Descriptive Statistics*

Variables	Mean	Std. Dev
Supp Env	3.68	.715
Authority	3.75	.833
Self esteem	3.62	.737
Appreciation	3.70	.770
Benefits	3.59	.722
Diff. Pub Vs Prv.	3.85	.734

Correlation shows the interdependency of variables like how much dependent variable depend on independent variables. The table shows that one time change in Supportive Environment brings 0.338 changes in motivation level of employees in public sector. Which shows there is positive relationship between motivation level of Supportive Environment and one time change in Authority brings 0.176 changes in motivation level of employees in public sector? This shows there is positive relationship between motivation level of employees and Authority.

And one time change in Self-esteem brings 0.285 changes in motivation level of employees in public sector. Which shows there is positive relationship between motivation level of employees and Self-esteem, and one time change in

appreciation brings 0.279 changes in motivation level of employees in public sector. Which shows there is positive relationship between motivation level of employees and appreciation?

Table 2. Correlation matrix

Variables	SupEnv	Auth-ority	Self esteem	Apprec-iation	Benefits	Diff Pub Vs Priv
Sup Env	1	.293	.338	.433	.252	.338
Authority		1	.400	.366	.231	.176
Self esteem			1	.362	.268	.285
Appreciat-ion				1	.271	.279
Benefits					1	.184
Diff Pub Vs Priv						1

And one time change in benefits brings 0.184 changed in motivation level of employees in public sector. This shows there is positive relationship between motivation level of employees and benefits. Model summary table shows that there is 16.10 % relationship between dependent variable motivation level of employees of public sector and independent variables like Supportive Environment, Authority, Self-esteem, appreciation, benefits.

The model summary table shows that Multiple Correlation coefficient (R), using all the predictors simultaneously, is 0.401(R<sup>2</sup>=0.161) and the adjusted R<sup>2</sup> is 0.129, it shows that there is 13% of the variance.

Table 3. Regression

R	R Square	Adjusted R Square
.401	.161	.129

The value of F-test is 5.058, and the significance level is 0.000, it indicates that this is a best fitted model for research of Motivation level in Public sector of Pakistan and this model is helpful for future research.

**3.2. Private Sector**

Descriptive statistics table shows the overall response of sampling Mean in private organizations consisting of 221 peoples. From conducting research we analyze the 221 respondents in private sector. Their response towards motivation level as a dependent variable is 3.83 which shows that they are neutral neither satisfied nor dissatisfied, regarding to this variable respondents deviate from their mean equal to 1.224. Result lies from 2.606 - 5. It shows that response of peoples lies between dissatisfied to Strongly satisfied, and their response towards Supportive environment as a independent variable is 3.85 which shows that they are also neutral. Regarding to this variable respondents deviate from their mean equal to 0.611. Result lies from 3.239 - 4.461. It shows that response of people’s lies between neutral to satisfied.

Their response towards Authority as an independent variable is 4.15 which shows that they are satisfied, regarding to this variable respondents deviate from their mean equal to 0.757. Result lies from 3.393 – 4.907. It shows that response of people’s lies between neutral to satisfied, and their response towards Self-esteem as an independent variable is 3.95 that

show that they are neutral. Regarding to this variable respondents deviate from their mean equal to 0.679. Result lies from 3.271 - 4.629. It shows that response of peoples lies between neutral to satisfy.

Their response towards appreciation as an independent variable is 3.59 that show that they are neutral. Regarding to this variable respondents deviate from their mean equal to 0.767. Result lies from 2.823 - 4.357. It shows that response of people’s lies between dissatisfied to satisfy, and their response towards benefits as an independent variable is 3.86 that show that they are neutral. Regarding to this variable respondents deviate from their mean equal to 0.707. Result lies from 3.153 – 4.567. It shows that response of peoples lies between neutral to satisfy.

Table 4. Descriptive Statistics

Variables	Mean	Std. Deviation
Supp Env	3.85	.611
Authority	4.15	.757
Self esteem	3.95	.679
Appreciation	3.59	.767
Benefits	3.86	.707
Diff. Pub Vs Priv.	3.83	1.224

Correlation analysis shows the interdependency of variables like how much dependent variable depend on independent variables. The table shows that one time change in Supportive Environment brings 0.130 changes in motivation level of employees in private sector. This shows there is positive relationship between motivation level of Supportive Environment and one time change in Authority brings –0.011 changes in motivation level of employees in private sector. This shows there is negative relationship between motivation level of employees and Authority.

And one time change in Self-esteem brings 0.093 changes in motivation level of employees in private sector. Which shows there is positive relationship between motivation level of employees and Self-esteem, and one time change in appreciation brings 0.166 changes in motivation level of employees in private sector. This shows there is positive relationship between motivation level of employees and appreciation.

And one time change in benefits brings -0.027 changed in motivation level of employees in private sector. This shows there is negative relationship between motivation level of

employees and benefits.

*Table 5. Correlation matrix*

Variables	SupEnv	Auth-ority	Self esteem	Apprec-iation	Benefit	Diff Pub Vs Priv
Sup Env	1	.363	.178	.198	.132	.130
Authority		1	.264	.278	.242	-.011
Self esteem			1	.245	.079	.093
Appreciat-ion				1	.282	.166
Benefits					1	-.027
Diff Pub Vs Priv						1

*Table 6. Regression*

R	R Square	Adjusted R Square
.235	.055	.033

Model summary table shows that there is 5.5 % relationship between dependent variable motivation level of employees of public sector and independent variables like Supportive Environment, Authority, Self-esteem, Appreciation, Benefits. The model summary table shows that Multiple Correlation coefficient (R), using all the predictors simultaneously, is 0.235(R<sup>2</sup>=0.055) and the adjusted R<sup>2</sup> is 0.033, it shows that there is 3.3% of the variance. The table shows that the value of F-test is 2.510, and the significance level is 0.031, it indicates that this is a best fitted model for research of Motivation level in Private sector of Pakistan and this model is helpful for future research.

#### 4. Conclusion

The nature and extent of differences between employees and organizations of the public and private sectors has long been a topic of academic debate. Although much of the debate has centered on structural differences between public and private organizations, there has also been a longstanding interest in the differences between public and private sector employees. We used the sample of 138 respondents in public sector and 221 respondents in private sector by using the Interval scale. The value of 't' for first independent variable i.e. Supportive Environment is 1.847 that shows that it is more efficient variable. The value of 't' of Authority is -1.417 that shows that it is least efficient variable. Now the value of 't' for Self-esteem is 0.855 that shows that it is not more efficient variable. Also the value of 't' for appreciation is 2.424 that show that it is most efficient variable. And for Benefits value is -1.040. Results show the efficiency of Independent Variables with Dependent variable. The value of 't' for first independent variable i.e. Supportive Environment is 2.452 that show that it is most efficient variable and significance level is also small. The value of 't' of Authority is -0.072 that shows that it is less efficient variable. Now the value of 't' for Self-esteem is 1.684 that shows that it is not more efficient variable. Also the value of 't' for Appreciation is 1.197 that shows that it is not much efficient variable. And for Benefits value is 0.660. On the whole, the results of this study suggest there are limited difference between private sector employees and public sector employees. The finding of no difference in

the general values of public sector employees suggests that at most general psychological level, employees in both sector are highly similar when demographic difference are considered.

The work value finding suggest that employees in the public sector place less emphasis on advancement opportunities and intrinsic work values then do private sector employees. This study added further support to the common finding that private sector employees are more committed to the organization than public sector employees.

By studying all the aspects of public sector employees and private sector employees we find that motivation level of public sector employees is high as compared to private sector employees and our model support our results and among variables relation exist

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