

## **DOES MOTIVATING FACTORS WOULD PERFORM THE PUBLIC SECTOR EMPLOYEES: NEED OF THE HOUR**

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### **ABSTRACT**

The motivating factors and tactics for public sector that has revealed different approaches to work motivation and a variety of recommended motivational factors. Public Sector Motivation focuses on “motives and action in the public domain that are intended to do good for others and shape the well-being of society and also that public sector employees are motivated by their own self-interests, and thus their behavior should be controlled by extrinsic incentives. Thus motivating factors and tools of tactics are playing an important role in public sector to mould for achievable good results in any public sectors companies. However, the tactics were cleared showed that impact on motivation of public sector employees particularly in India. This paper clearly showed that PSM approach to motivate the employees by using the various types of tactics helped to motivating public sector employees.

**KEYWORDS:** Motivating, Factors, Tactics, Public Sector Employees, Self-Interests

### **INTRODUCTION**

Even in the 21<sup>st</sup> century motivation plays a key role in employee job performance. In any organisation such as government or private employee motivation has long been a central research topic for scholars and practitioners. In any organisation employees would most often fulfill their organizational goals with help of their authorities. Hence employees need to have highly efficient and productive attitudes, good environment within the organisation. However, there are many factors contribute to productivity, job performance.

When it looks into performance of the employee itself is a function of four variables: ability, understanding of the task, environment, and motivation (Mitchell, 1982, pp.82-83). Therefore, in any organisation employees need to have the knowledge in order to perform well and organisation have to provide good working environment in all aspects. Moreover, organisation authority like manager have good skills on motivation of their employees and also can be generally equated with action is a key to the success of any private or public organization.

There were many theories and approaches had been developed in order to explain the nature of employee motivation in the private and the public sector. The majority of the studies have done in only in private sector but not in public sector, because of global crisis impact on government and then public sector does not have sufficient funds to motivate public employees to be productive. All these reasons impact on the public sector employees and then motivation has long been a central topic for scholars and practitioners. There were other handfuls of studies carried out to improve the public sector employees for motivating in various aspects. Hence, a special motivation theory, called Public Service Motivation (PSM), was developed to explain how public employees differ from private workers at the level and type of their natural desire to work and serve.

## MOTIVATION MATTERS IN PUBLIC ORGANIZATIONS

The motivational factors in public sectors are playing a vital role to bring the high performance of the employees in any organisation. Perry and Wise conclude their arguments individuals influencing two factors that can motivate job performance for public sector workers: recipient contact and self-persuasion involvement. These findings support that these two factors have a positive effect on job performance of public employees. And Bellé also found that meeting the recipient of their hard work greatly enhanced the determination, output, and productivity to the take care of the better outcome. However, these results were obtained when the employees were asked to reflect on the social impact of their work and then publicly promote for it.

An alternative analysis reveals that employees were exposed to contact with beneficiaries and self-persuasion involvement showed an higher performance level. But the positive effect was stronger among employees reporting a higher motivation before the experiment. Moreover, Bellé evaluated that and he called “dynamic state” of motivation, since the employees exposed to the performance had also an increase in their level of motivation. Therefore, here the motivation factors suggests that levels of motivation among employees may also be influenced by organizational processes.

### The Concept of Motivation

The word motivation is derived from the Latin word *motus*, a form of the verb *movere*, that means to move, influence, affect, and excite. The definition given the three pillars of motivation that the first one is arousal has to do with the drive or energy that ignites behavior (Greenberg/Baron, 2003, p.190). The second pillar is the behavior in line with demand or organization goal (Robbins/Judge, 2008,). The third pillar determination deals with the high performance of behavior. Along with perception, personality, attitudes, and learning, motivation is a very important part of understanding behaviour. According to Luthan (1998) motivation is the perception, personality, attitudes and learning with performance behaviour. Motivation means interacts with channel and acts in conjunction with particular committed direction other mediating processes within the existed environment.

Evans (1998) concluded that the recent theories of organizational behaviour found that re-emphasize behaviour with common words such as "desire", "want", "wishes", "aim", "goals", "needs", and "incentives". He defined that motivation as, “a process that starts with a physiological deficiency or need that activates a behaviour or a drive that is aimed at a goal incentive”. Therefore, the understanding the methods of motivation lies in the meaning of, and relationship among, needs, drives, and incentives. Relative to this, Minner, Ebrahimi, (1995) state that motivation consists of these three interrelate elements, i.e., needs, drives, and incentives. However, motivation that contributes a human psychological characteristic to a person's degree of commitment (Stoke, 1999). These include the factors that cause, channel, and sustain human behaviour in a particular committed direction.

Nicola Bellé(2013) studies showed that the importance of motivation for the performance of public sector employees working in mission-driven organizations, such as hospitals, schools and fire departments. The empirical evidence of the causal relationship between Public Service Motivation (PSM) and job performance in public organizations were increased their performance output. Nicola Bellé study demonstrates that organization aimed at heightening employees ‘perception of themselves as making a difference in other people’s lives may increase public workers’ motivation, which in turn leads to a better performance.

### Strategies of Motivating Workers

The ultimate success of organization is to ability create values sufficient to compensate for the employees upon

resources contributed. In any organisation employees putting their effort, time and personal, economic satisfaction, workers in an putting in time and efforts for personal, economic, and non-economic satisfaction. However, here the question is what strategies can be used to motivate workers? They are main strategies such as salary, wages, and conditions of service: To use salaries as a motivator effectively, personnel managers must consider four major components of a salary structures.

The importance the organization attaches to each job, these are relates to payment, incentives and which encourages workers or groups by rewarding them. The performance of the employee based on personal special allowances, associated with factors including scarcity of particular skills professionals. Hence, it is important to ensure that the prevailing pay in other library or information establishments is taken into consideration in determining the pay structure of their organization. Motivation is fundamentally an inside job originates from within the individual and causes him/her to be internally stimulated. Therefore, it is called intrinsic motivation. Ryan consider that the motivation is an essential to be the most important and pervasive motivation. Due to a kind of natural motivational trends that humans develop, social, and physical abilities. Given the embellishment, it is possible to conclude that work motivation is the internal and external forces that influence individual's degree of choice to connect in a certain specified behavior with. The motivational theories were analyzed and predict the reasons that produce and express people to choose certain behaviors over others.

### **Implication of Motivation**

The most important implication for management, and special interest to managers in the public sector to motivate for accepted good results. There were three factors, such as the effects of motivation on employee performance; second, it establishes motivation as a managerial duty; and third, it explicates the importance of employee motivation in the public sphere. However, motivation is clearly a hot topic and often used as an indicator for the importance the importance of motivation give the impression to be increasing within the years. The managers across the board make every effort to achieve organizational goals by increasing efficiency and competence. Even though, many factors contribute to productivity, job performance is viewed to be the most influential one (Mitchell, 1982,). The motivation does not conclude employee's level of performance. The role of motivation in performance can be summarized in the following formula:

$$\text{Performance} = \text{Ability} \times \text{Understanding of the task} \times \text{Motivation} \times \text{Environment}$$

Consequently, in order to perform the employees need first to have the knowledge and skills that are required for the job. Hence, they must understand what they are required to do and have the motivation to expand effort to do so. Providing sufficient resources to the employees with good work environment that allows them perform them in a better way. However, the multiplication sign in the equation that emphasizes the importance when it is equal to zero, even the most talented employee will not deliver. Likewise, an energized and highly motivated employee can reach good performance. The new worker or trainee, who joins the organization fully motivated to work, yet lacks skills and experience. Therefore, the motivation is to learn and develop will quickly compensate the weaknesses.

### **THEORY OF MOTIVATION**

The motivational theories appear repeatedly in organizational behavior books. These theories were classified into two groups, such as need theories and cognitive theories. The need theories were concerned with analyzing the needs and motives that affect human's motivation. But the cognitive theories, which are also called process theories, concentrate on the psychological and behavioral processes behind motivation (Rainey, 2009).

### **Hierarchy Need Theories**

The explanation of motivation theories in terms of the satisfaction of basic human needs (Greenberg/Baron, 2003). Even though, heavily bother and questioned during the years, need-theories are probably “the best-known explanation for employee motivation” (Robbins/Judge, 2008). B. Abraham Maslow’s (1943) hierarchy of needs theorizes explained that in a high order need will become dominant only after lower level needs are satisfied. He had given five level needs, in ascending order, are physiological (e.g. hunger, thirst, sex), safety (the desire not to feel endangered and wish for a physically and emotionally secure environment), love (the “hunger for affectionate relations with people” and belongingness), esteem (the longing for self-respect, strength, achievement, reputation, recognition by others and appreciation), and the need for self-actualization, which is the aspiration “to become everything that one is capable of becoming”. Maslow’s model is highly motivated to provide an easy understanding of a complex matter (Dunford, 1992,). However, the theory was never validated, despite a continuous effort in a excess of testing and researches held during the past 60 years. Moreover, the hierarchy theory argues that altered the way managers think about their employees.

### **PUBLIC ORGANISATION EMPLOYEES MOTIVATION**

The Public Service Motivation theory suggest that public employees are unique and differ from their private sector matching part insofar. The public sector employees are driven primarily by fundamental motives rather than single ones, such as financial rewards. The idea of Public sector employees was developed in response to the rise of the New Public Management(NPM) movement since the beginning of the 1980s, which calls for the introduction of market-style mechanisms like performance-related pay into the public sphere (Perry 2008). The NPM believe that public employees are motivated by their own self-interests, and thus their behavior should be controlled by incentives (Perry/Wise, 1990,). Hence, the PSM on the other hand, the public servants are driven by higher-order needs and have a eagerness for serving the general public good. Perry and Honddeghem (2008) offered a simple definition, which claims that PSM focuses on “motives and action in the public domain that are intended to do good for others and shape the well-being of society. The PSM have three categories:

- ***Rational*** – individual’s involvement in the public sector is grounded in a wish for utility maximization. For instance, attraction to public policy making.
- ***Norm-Based*** – involvement is generated by efforts to conform norms, e.g. the desire to serve the public or self-commitment to reach social equity.
- ***Affective*** – involvement is triggered by emotional responses to social contexts. That can be compassion or self-sacrifice/altruism.

### **LITERATURE REVIEWS ON MOTIVATIONAL FACTORS**

The review of theories has exposed in different approaches to work motivation and a diversity of recommended motivational factors. The literature is comfortable with suggestions for possible motivational factors (Durant et al., 2006). The factors could have been marker and gather differently. Thus, some of the factors are

#### **Recognition vs. Feedback**

It was mentioned above that appreciation deals with intangible incentives such as the show of appreciation in the form of a thump on the back or a good word for provision of praises like award. Acknowledgment always has a positive implication and it acknowledges good behavior with actions. Feedback, on the other hand, can also address poor

performance and has a more formal and structured nature than recognition.

- **Career Development:** The motivation theories suggest that career development can serve as a motivator and it encourage offering growth perspectives. The rationale behind these recommendations may be different, but leading it is rooted in human's growth-need.
- **Commitment:** The employees need belongingness feelings to undertake actions for the sake of the group, regardless of personal benefit.
- **Participation:** Participation involves consulting with people on work-related matters and allowing lower level employees to actively take part in managers' decision-making process.
- **Achievement:** A number of theories emphasize the importance of the sense of success or achievement as a behavioral driver. Others highlight the necessity of challenge in the workplace and the benefits of clear goals. However, the opinion of these elements is interrelated in a causal relationship.
- **Working Environment:** Working environment in some textbooks and articles is observed as an employee's entire surrounding in the workplace. It can believe that favorable to divide this condition like working environment, which refers to physical conditions in the organization, such as the availability of clean lavatories; interpersonal relationships, which refers to the atmosphere in the organization,

## CURRENT MOTIVATIONAL TRENDS

The current motivational trends were promoted from various motivation theories. These factors move us one step forward toward real-life practice. The recommended strategies are based on public sector motivation literature. Strategies are also generic in fashion to allow their flexibility to a range of public organization settings and civil-service laws.

### Rewarding

Rewarding concerns tangible incentives such as promotions, increases in pay, increased discretion, superior work assignments, provision of additional responsibility. A Reward does not necessarily have to be a financial one. Therefore, the manager is to find out what motivates his/her employees and make a match between employee's desires and the offered reward (Greenberg/Baron, 2003).

### Strategy 1: Promoting for Higher Position that are Positively Relevant to Employees

In public Sector companies, promotions are rare with different positions. While promoting for higher position, as well as recognition, managers should make sure they do not de-motivate unrewarded employees. Therefore, it is important to keep a sense of fairness in the process by basing rewards and recognitions on clear guidelines and by linking them to employee performance. Only then will the rewards and recognitions achieve their full motivational capacity on the one hand, and prevent grievance on the other. Moreover, a direct behavior-reward relationship will actively motivate employees to exert effort on the job.

### Strategy 2: Promotion Based on Behavior and Performance

Promotion should be based on performance with good behaviour. Promotion is an important to have a sound behavior-reward linkage when the rewards include financial bonuses. It can be realized by using a performance appraisal system. Therefore, the systematic appraisal with extremely bureaucratic and includes a great amount of paper work as well

as in-depth and time consuming appraisal talks. However, the proposal is to offer rewards only once a year and in proximity to employee appraisals.

### **Strategy 3: Rewards Should be Offered in Combination with Annual Appraisals**

Rewards as a mean to direct performance behavior and the managers should make sure to recognition for their hard work for the person. the awarding criteria in line with goals can be achieved by designing values of the organization.

### **Strategy 4: Rewards' Criteria Should Reflect Organizational Goals**

The reward criteria should be the success of a Pay-For-Performance (PFP) system in the public sector, so that the public sector employees may have an opportunity to prove their skills for better results. However, the PFP has a reputation to have little positive impact on public employee motivation and performance (Durant et al, 2006). But, the PFP is often unsuccessful because of inadequate implementation in public sector due to lack of sufficient funding and a weak pay-performance relationship. Therefore, the managers are called to implement a PFP system only under certain circumstances. However, PFP can successfully motivate public employees who are less performance and likely motivate to find their work interesting.

### **Strategy 5: Establish Pay-for-Performance Only Under Specific Circumstances**

#### **Recognition**

Recognition concerns for both informal and formal subtle incentives that show gratitude and provide praise. It always has a positive implication that impacts and acknowledges good behavior with actions.

### **Strategy 6: Provide Informal Recognition**

When any organisation want give recognition informal does not cost a lot, but it requires thought and preparation. However, it is taking time and putting the thought into preparing the component of recognition, is sometimes even more valued than the element itself.

### **Strategy 7: Take the Time to Prepare Formal Recognition**

There are two settings to provide recognition: person-to-person and person-to-group. That is, managers can choose whether they want to acknowledge good behavior one-on-one with the employee, or they want to make the achievement public. The latter form can be done by using the internal electronic system, addressing the staff plenum, or by hanging accomplishment posters on the department walls. A public recognition can motivate not only the employee in question, but also his/her colleagues and subordinates.

### **Strategy 8: Use Both Person-to-Person and Person-to-Group Recognition**

Feeling valued is a fundamental emotional need. Employees in all ranks want to feel valued, yet junior staff members or low-level service providers especially look for a guidance and good word. Furthermore, recognizing one employee is not mutually exclusive to recognizing another. Each one in his/her own time and fashion.

### **Strategy 9: Recognize Their Efforts as Many Employees as Possible at All Levels**

Offering best things to the employees is unlike rewarding; recognition based on their efforts is timeless and should be offered throughout the year, in particularly informal recognition. However, managers should not automatically recognize every behavior (especially not in a formal way), in order not to wear out the effectiveness of the tool and make it be taken for granted.

**Strategy 10: Recognize Their Hard Work All Year Long in Appropriate Intervals****Feedback from the Employees**

Feedback is the most important to know the managers opinion and that will continuously shape employee performance. Therefore, feedback may motivate employees and improves their actions. However, the managers should structure feedback in a way that helps the employee to accept the comments. Somewhat, using criticism and focusing on negative performance, a better strategy is to have the attention on work out methods for future improvements (Lazeby, 2008, p.24). As one interviewee put it “managers must refrain from shaming employees; it does not make their results better”.

**Strategy 11: Focus More on Future Performance than on Past Mistakes**

Feedback is the major tool for its feedback and should not be given off-handedly, but rather after granting a watchful thought to the purpose/content of the feedback as well as the way of delivery. While structuring a feedback, managers should think about at least two concrete cases that support each of the arguments. This will prevent bitterness and promote acceptance of the censure. Throughout, the feedback employees should be given the opportunity to respond and self-diagnose their performance (Van Wart, 2008, p.217). Moreover, managers can extremely benefit if they allow 360-degrees feedback, i.e. they let the employee express his/her own feedback over the manager’s performance.

**Strategy 12: Be Prepared for the Feedback and Allow Employees to Respond**

Timely and accurate is the key for improvement, and it prevents unacceptable practices from becoming schedule. Managers need to remember that the negotiation of today will become the norms of tomorrow.

**Strategy 13: Monitor and Correct Errors of the Employees on a Timely Basis**

An employee’s assessment plays a significant role in his/her future in the organization. Hence, it is important that manager’s manuscript in details all the feedbacks they give to their staff. This can serve later as a reference point in the next review. In organizations that managers rotate often, it becomes even more crucial to have accepted report on staff performance, so to ensure continuity and a swift transition.

**Strategy 14: Keep a Record All Employee Feedbacks and Evaluations****Transparency with Commitment**

The feelings of belongingness may increase organizational commitment that will improve employees to undertake actions for the sake of the group and organization (Vandenabeele, 2007). Thus, public sector managers should make every effort to create a distinctive “company identity to their teams with which employees can identify. So to achieve the goals of organization, managers should create a mission statement that can hand out as their team maxim.

**Strategy 15: Create a Mission Statement that Bring Together as the team**

Next, managers should use vigorous language with inclusive terms such as “we”, “us”, and “our”, while attempting to inspire the team (Van Wart, 2008). For example, when talking about the outcomes of the department, it is better to say “our paper received good remarks”, than the same but with “my”.

**Strategy 16: Build a Team as One and Spirit by Talking in Inclusive Terms**

The employees should communicate their exclusivity to the rest of the organization. Especially, successes must serve as a transom of opportunity to build the team’s standing as an “elite” group, since “everyone wants to belong to and work for the best group”.

### **Strategy 17: Establish a Reputation of the “Best” Team**

Within the group managers should increase employees’ opportunities to meet and work together. For example, common projects can be assigned or a seminar can be jointly attended. By the same token, recurring staff meetings allow peers to update each other and exchange experience as a team. Having lunch together, celebrating birthdays in the office, or having a one-day trip together, are all means to the same end.

### **Strategy 18: Create Opportunities for the Team to Meet and Bond**

#### **Responsibility**

Responsibility are a matter of taste, some employees like it and wish for more, others make efforts to avoid it. However, managers must learn their employees’ characters before giving them more freedom. Young employees, who are at the bottom of the hierarchy chain, are frequently very motivated by receiving responsibility.

### **Strategy 19: Make Sure that an Employee Really Desires of the Responsibility**

When giving way responsibility, managers should clearly differentiate between their role and the role of the employee. In general, it is suggested that managers define the task (the “what” to do), whereas employees are free to come up with an implementation plan (the “how” to do). In addition, managers, who presented their employees responsibility, should get off their tails and give them a real opportunity to deliver.

### **Strategy 20: Define Only the “What” to do and Let the Employee Decide on the “How”**

In the life of an organization prospects to convey responsibility are comfortable. Still, if managers find none, they can generate their own opportunities. For instance, an interviewee suggested that “managers build small teams in their department and make one of the employees report on the work upgrading”. Another offered “to assign employees with project management tasks”. And the most creative recommendation was “to nominate an employee as a deputy- or co-manager”.

## **ACCOMPLISHMENT WITH CHALLENGES**

The majority of the employees suggested that goal-setting is an extremely effective tool for public managers to motivate and improve the performance of public employees (Durant et al., 2006). However, goal-setting is hardly implemented in the public domain, because, the public sector often has a weak link between performance and rewards, thus employees motivation to peruse the goals is moderate. In the second step, the politicized environment in which administrators operate is weak to constant goal changes. In third step, the employees suffer from political procedural control that obstructs their ability to attain the target. In general, the Interviewees also worried the elusiveness of goals and tasks in the public service, which makes it harder to point out to what scope a goal has been accomplished. Hence, the public managers should seek to utilize goal-setting techniques despite the difficulties. On the other way, to overcome the difficulties are to state goals in terms of organizational input or output, rather than outcomes, because of the difficulty of measuring achievement and procedural constraints that hinder effectiveness.

## **CONCLUSIONS**

The idea of motivation in any organization and its importance generally for public sector organizations. However, motivation is an individual experience thus a one-size-fits-all approach to employee motivation does not work, and there are no guidelines for motivation. However, the motivational factors as preparation instructions. Therefore, the managers can decide according to the circumstances of the individual employee which tactics to use and in what order.



In addition, the case of public employees is presented in order to demonstrate how the different strategies can be combined to tackle a specific problem that the public sector confronts. The completion of the strategies that are promoter here is not easy. It requires daring and energetic managers, who are willing to tackle the challenge of motivation and be honest and open with their employees. Yet, if public managers do choose to take action and take up the proposed motivational strategy, instead of whining about being helpless, than there is a good chance that public administration performance will improve enormously.

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