

Motivation increases employees' productivity: Comparison of public and private employees in Pakistan

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ABSTRACT

The productive workforce is a cornerstone of any organization that facilitates to achieve the organizational goals in a competitive environment. To enhance the productivity of the employees, motivational tools are used by the managers. Motivation is considered as the driving force that enhances the workers' productivity. The objective of the present study is to compare the motivational factors among private and public sector employees in Pakistan. To explore the research objective, the survey was conducted from the private and public sector employees of Pakistan. Using the convenient sampling technique, 220 questionnaires were distributed among the employees who work in the different industries (private and public) in Karachi. Out of 220 questionnaires, only 200 questionnaires were received for analyzing the data. The findings highlight that the employees who work in the private sector are more motivated by the monetary rewards, regular feedback from the employer and career development opportunities. On the other hand, public employees enjoy more work-life balance than private employees that positively affect their productivity.

Keywords: Motivation; Productivity; Human Resources

INTRODUCTION

It is said that the efficient and productive workforce is a precious asset for the organization (Suhasini and Babu, 2014). This is why, human resource managers are concerned to increase the workers' productivity rather than increase the number of employees to achieve the organizational tasks in a particular time frame (Daley, 2012). There exist a set of tactics that is adopted by the human resource managers in order to enhance the productivity of the employees (Scott and Davis, 2015). To achieve the maximum output from the employees, motivation is used as a tool by the upper management in the organizations. According to Reeve (2014), motivation is a psychological phenomenon that persuades the human beings to utilize their maximum capabilities to perform the desired job. In the same context, it is mentioned by Herriot (2013), modern technology is not alone enough to achieve the desired organizational task but an enthusiastic and dedicated staff also. A notable transformation has occurred in the employers' attitude as well as the employees' attitudes because of increase in market competition and globalization. The motivational factors are more considered these days than ever. These factors include; monetary benefits, continuous feedback, job contents, workplace environment and so on. But these factors are ranking differently by the public and private sector employees. The study by Wright (2001) highlighted that there is a significant difference exist between the public employees and employees of the private sector regarding the ranking of motivational factors that increase the productivity of employees. In Pakistan, public and private sectors are actively participated in the economic activities of the country and thus it is important to know what type of motivational factors are utilized in order to keep the employees motivated. Therefore, the aim of the study is to test the hypothesis that motivation increases the employees' productivity. This study strives to compare the responses of the

private sector employees and public sector employees that how they rank the motivational factors that helps to increase their productivity. The first section of this paper explains the background of the topic. In line with this, second section presents the review of past studies regarding motivation and employee's productivity. The section of research methodology highlights the sampling method and data collection. Furthermore, the subsequent segment presents the findings of the data and the conclusion of the research are presented in the last section of the paper.

LITERATURE REVIEW

There are numerous studies that support the statement "motivation increases productivity of the employees" [Oswald et. al, 2015; Dobre, 2013; Muogbo, 2013]. In the similar context, it is highlighted by many researchers that the ranking that is given to the motivational factors by the employees vary from sector to sector. It is assumed that there is a significant differences exist between the ranking of motivational factors that enhance the workers' productivity [Mafini and Dlodlo, 2014; Becker et. al, 2015]. In the view of Landy and Conte (2016), the purpose of adopting motivational factors at workplace is to boost up the morale of the workers so that they can perform well. It is discussed by Nguyen et. al (2015) there is no way to increase the productivity of the worker except motivation. There are several motivational factors that facilitate the workers and as a result employers get high worker productivity. As highlighted by Bellé(2013) motivation is not a tangible good but a psychological phenomenon and it affects the employees' behavior and their work attitude.

According to Andersen et. al (2011), there is a wide difference exist between motivational factors of public and private employees. The employees from private significantly motivated by the monetary rewards and the compensation benefits they are provided. Their motivation reflects in their work performance and high productivity. On the other hand, the study reveals that monetary benefits are not enough to motivate the public employees. They need other various incentives to get motivated. It is indicated by the study of Linz and Semykina(2012), private organizations offer less compensation and few pay raises than the private sector. There are more chances of getting successful opportunities to boost the career of the employees.

Previous study by Khalid et. al (2012) highlights that employees of private sector have the numerous chances to enhance their professional portfolio because private firms provide so many useful opportunities. According to Herzberg (1966) opportunity of career development is the main motivational factor that compel the employee to be more productive for getting success in the respective field. In line with this, workplace environment is also considered as an influencing motivator that enhances the productivity of the worker (Leblebici, 2012). As per as the private sector is concerned, employees find workplace environment very supportive that helps them to keep motivated. The helpful staff facilitates each other in order to expand the knowledge and skills to increase the productivity. On the other hand, it is mentioned by Nica (2013), employees of public sector do not get the supportive, concerned and friendly environment at their workplace that helps to keep them motivated and work with more enthusiasm.

In the view of Manzoor(2012), the provision of professional training is supposed to be a good motivator for the employees who want to excel their skills and remain successful in the competitive environment. as compare to public sector, employees of private sector get continuous chances pf professional training that increase their urge of learning and make them more productive. In order to sustain in the competitive environment, private companies invest a huge amount in the training and professional development of the employees (Jehanzeb et. al, 2012). On the other hand, employees of the private sector have less time to enjoy life with their

families due to extra work burden at their workplace (Lewis et. al, 2017). According to Chan(2016), private sector employees usually face a good amount of working hours at their workplace that make them tired and restrict from spending much time with family. On the contrary, it is mentioned by Goyal and Babel(2015), employees from the public sector do not face such imbalances regarding work-family. It is a great motivational factor for them which reflects in their performance at workplace.

RESEARCH METHODOLOGY

Research methodology is considered as an organized way of analyzing the data to explore the objective of the research.

Sampling

To compare the result of the hypothesis that “motivation increases employees’ productivity” with respect to public and private employees, 220 self-administered close ended questionnaires were distributed among the different employees of public and private sector employees in Karachi through employing convenient sampling method. Among 220 respondents, 200 respondents have returned the questionnaire. The demographic information such as gender, job position, education and age of the respondent is asked in the first section. In the next part of the questionnaire, numerous statements considered as the factors of motivation are asked. To measure the responses, Likert scale method was used where each factor was measured at the scale of 5 points such as strongly agree, agree, neutral, disagree and strongly disagree.

Data analysis

In order to present the survey data regarding the public and private employees, descriptive statistics has been used. Descriptive statistics include key demographic variables that shows the age, gender, education and experience of the respondents. Moreover, for the purpose of data analysis, SPSS version 18 has been utilized. To compare the productivity of the public and private employees based on motivation, Levene’s Test for equality of variances has been applied. The reason behind the selection of this test of inferential statistics is its distinctive feature of comparing the variances of two different groups while analyzing the same variable (Ramos-Guajardo and Lubiano, 2012). To test each variable, the Alpha is predetermined at 0.05 at the level of 5 percent. Furthermore, the dependent variables are the motivational factors that helps to enhance the productivity of the employees. These factors have been measured through the Likert scale technique by asking the public and private employees. These factors include extrinsic and intrinsic motivational elements such as monetary rewards, on job training, good working environment, decision making, verbal appreciation, and regular feedback on job performance. As far as the independent variable of the present study is concerned, the categorical variable of the “type of employee” is selected that whether an employee is public employee or belong to private sector.

Demographic analysis of the respondents

Table 1: Demographic analysis

Demographic characteristics of the respondents	Employees of the public sector	Employees of the private sector
Number of respondents	54% (108)	46% (92)
Gender		
Male	70%	47%
Female	30%	53%
Age		
Less than 30 years	16%	15%
30 - 40 years	36%	39%
40 – 50 years	34%	30%
More than 50 years	14%	16%
Education		
Intermediate	17%	19%
Diploma holders	9%	11%
Graduation	33%	27%
Masters / MBA	41%	43%

Source: Author's own estimation

Among 200 respondents, 110 responses are from the employees of public sector whereas the remaining 90 responses are from the employees of private sector. It is observed having the close look over the data that majority of the respondents are male from public sector i.e, 70 percent whereas female respondents are 30 percent. On the other hand, there is not a wide difference between the male and female respondents in a private sector. As 47 percent female respondents and 53 percent male respondents from private sector has taken part in the survey. As per the age of the respondents is concerned, most of the employees belong from the age group of 30 to 40 years in both sectors. On the other hand, 14 percent and 16 percent employees belong from the age category less than 30 years in public and private sector, respectively. 34 percent employees fall in the age between 40 to 50 years in the public sector whereas 30 percent employees from the private sector fall in the similar age category. In line with this, the data shows the educational background of the employees also. The majority of the employees possess Masters/ MBA degree 41 percent employees who have Masters/ MBA degree belong from public sector and 43 percent of the employees belong from private sector. On the other hand, only 9 percent employees are diploma holder in public sector and 11 percent in private sector.

RESULTS AND DISCUSSION

This section presents the background information about the respondents such as number respondents belong to the public sector and private sector. Moreover, their age, job experience, position, and gender along with the analysis of their responses are also mentioned in this section.

Descriptive statistics

The descriptive statistics of the variables related to motivation that enhances the employees' productivity used in the present study are presented in the below table. This table highlights the mean scores and standard deviation of the responses of the employees. These scores help to compare the responses of employees of the public sector and the private sector.

Table 2: Descriptive analysis

Motivational factors	Public employees		Private employees	
	Mean	Standard deviation	Mean	Standard deviation
Monetary rewards	2.2434	0.2786	3.7965	0.3909
Provision of Professional training	2.5432	0.2567	3.8357	0.4340
Contents of work	3.5925	0.9341	3.3629	0.5772
Regular feedback from manager	3.2672	0.7432	3.9129	0.5983
Work place environment	2.8988	0.4332	3.2134	0.4934
Work-life balance	3.5375	.44845	3.2000	.70059
Opportunities of career development	3.2346	0.5738	3.6915	0.4813

Source: Author's own estimation

Levene's test for equality of variances

To compare the responses statistically between two groups of respondents, Levene's test has been utilized. The significant t-test shows the existing difference between the two groups while comparing their variances.

Table 3: Levene's test (t-test)

		Levene's Test for equality of variances	t- test for Equality of Means							
			F	Sig.	t	df	Sig. (2-tailed)	Mean difference	Std. Error	95% confidence interval of the difference
		lower								upper
Monetary rewards	Equal variances assumed	5.783	.016	-26.697	147	.000	-1.3623	.05523	-1.5524	-1.3772
	Equal variances not assumed			-26.012	118.49	.000	-1.3623	.05504	-1.5712	-1.3463
Provision of Professional training	Equal variances assumed	47.768	.000	1.001	148	.319	.12714	.12703	-.12388	.37816
	Equal variances not assumed			1.032	133.468	.304	.12714	.12323	-.11660	.37089
Contents of work	Equal variances assumed	48.762	.000	1.054	149	.321	.12712	.12703	-.12388	.37816
	Equal variances not assumed			1.043	135.54	.294	.12712	.12323	-.11660	.37089
Regular feedback from manager	Equal variances assumed	5.875	.017	-27.696	148	.000	-1.46107	.05275	-1.5653	-1.3568
	Equal variances not assumed			-27.030	119.598	.000	-1.46107	.05405	-1.5681	-1.3540
Work place environment	Equal variances assumed	1.282	.259	-6.300	146	.000	-.50696	.08047	-.66598	-.34795
	Equal variances not assumed			-6.229	135.727	.000	-.50696	.08138	-.66791	-.34602
Work-life balance	Equal variances assumed	21.903	.000	3.557	148	.001	.33750	.09489	.14998	.52502
	Equal variances not assumed			3.458	114.491	.001	.33750	.09760	.14417	.53083
Opportunities of career development	Equal variances assumed	15.788	.000	-6.850	147	.000	-.67518	.09857	-.86996	-.48039
	Equal variances not assumed			-6.977	144.954	.000	-.67518	.09677	-.86643	-.48392

Source: Author's own estimation

Monetary rewards

Various studies have concluded that monetary reward is the significant determinant that hit the motivational factor of the employee and affect their productivity in a positive manner [Uzonna, 2013; Weng et. al, 2015; Rakowska et. al, 2015]. With respect to the present research, the respondents were asked that if they find monetary rewards are the great source of motivation to enhance the productivity. The Levene's test (table. 03) for equal variances of both private and public employees shows that there is a significant difference is existing

between the employees of public sector and the private sector in terms of productivity that is affected by financial rewards. Moreover, the mean and standard deviation (table .02) of the private employees are higher than the public employees which depicts that the productivity of the employees in private sector is highly responsive by the financial rewards compare to the employees of private sector.

Provision of professional training

It is mentioned by Elnaga and Imran, (2013), to improve the performance of the employees, continuous opportunities of professional training hold the great importance. In the similar context, it is highlighted by Mishra et. al (2014), training sessions keep motivate the workers, they feel more confident and work more happily. To compare the motivational affect that enhances the productivity of the public and private employees of Karachi, Levenes test (table. 03) shows that there is no difference between the impact of professional training on the employees' productivity in either sector. The employees of both sectors feel motivated and performed well after attending the professional training sessions. However, the descriptive statistics (table. 02) shows that average score of professional training is higher in public sector. In other words, provision of professional training increases the productivity of the private employees more than the people who work in public sector.

Contents of work

The Levene's test (table. 03) has declared that a specific motivational factor that affects the workers' productivity is "contents of work" that is insignificant in the case of private and public sector employees. There is no difference exist between the productivity of the workers of both of the sectors. On the other hand, the descriptive statistics (table. 02) shows that mean score of the variable (contents of work) of public employee is higher. On the basis of findings, it can be concluded that productivity of public sector employees is highly affected by the contents of work.

Regular feedback from the employer

Feedback from the employer or the senior management plays vital role in order to keep the morale of the employee high (Choudhary, 2016). With respect to the present research, Levene's test highlights that there is a significant difference is existing between the factor (feedback from the employer) that increases the productivity of the employees of private sector and public sector. Similarly, the descriptive statistics depicts that the mean score (table. 02) of private sector is higher. Employees from the private sector get regular feedback from the employers that helps to enhance their productivity. On the other hand, in Pakistan it is observed that public employees are less motivated due to the prolonged gaps of getting feedback from the senior management. This scenario affects their productivity in a worse manner.

Workplace environment

The productivity of the employees is highly affected by the environment of the place where they offer their services. Therefore, it is necessary for the employers to make the environment convenient and favorable for the employees so that they can perform well (Vischer, 2012). The result of the Levene's test (table. 03) of the present study indicates that t- test of the variable "workplace environment" is significant at the level of p-value 0.000 that is far lesser than the level that was established at 0.05. Moreover, the descriptive statistics (table. 02) highlight that mean score of the private sector employee is quit higher than the public sector employees. In the light of the findings, it can be concluded than employees of private sector have quite good workplace environment that helps to boost their productivity.

Work-life balance

According to Kim (2014), it is a most challenging task for the employees to keep the balance between personal and professional life. Because the burden of the work disturbs the personal life of the employees and it de motivates the workers that decline their productivity. As per as the employees of the private and public sector from Karachi are concerned, t-test (table. 03) indicates that there exists significant difference between public and private employees regarding work-life balance. Furthermore, the mean of the variable "work-life balance" that enhance the workers' motivation that leads to increase in productivity is higher. According to the findings, the public sector employees can keep balance between personal and professional life whereas the private sector employees often find themselves under so much work pressure that affects their personal lives.

Opportunities of career development

The productivity of the employees is significantly correlated with the associated career development opportunities to their jobs (Crawshaw et. al, 2012). To explore the objective of the present research, Levene's test has been applied to analyze the difference between the opportunities of career development as a motivational factor that increases the employee's productivity in the public and private sector. The t-test (table. 03) indicates that there exists a significant difference between public and private employees regarding career development opportunities. In line with this, the descriptive statistics show that mean of the variable (career development) is greater of the private sector employees than public employees. public sector employees of Karachi are less motivated due to the lack of career opportunities that affect their productivity in a negative manner.

CONCLUSION

In order to sustain in the competitive environment, organizations adopt motivational factors as the tools to increase the employees' productivity. Various studies conclude that motivational factors increase the productivity of the employees. the aim of the present research is to compare the scenario of motivation as a tool to enhance the workers' productivity in the public sector and private sector. For this purpose, employing the convenient sampling the data were collected by the distributing the questionnaire among different public and private employees. The responses of the 200 respondents including public sector employees and private sector employees were analysed. The findings of the present study highlight that there exists a significant difference between public and private employees regarding motivational factors that increases workers. These factors include monetary rewards, work-life balance, workplace environment, opportunities of career development, and regular feedback from the employer.

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