

An Analysis of Differences in Work Motivation between Public and Private Sector Organizations

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Abstract

This research study contributes to our understanding of the difference in work motivation between public and private sector. This area of study is facing negligence and very few studies are available as to “how motivation of employees is affected”. It is of great importance that even getting many facilities why employees still are de-motivated and dissatisfied. In Pakistan research on various issues in HRM is at very elementary stages and limited research is available in relation to workforce motivation. Studying the motivation level of employees in different sector is a new field of study in country like Pakistan. This study aims at investigating the relationship between the extrinsic and intrinsic rewards with work motivation in both public and private sectors. Using multiple regression analysis on 7 public sector (n=203) and 7 private sector (n =195) organizations with different variables of extrinsic and intrinsic rewards. As per results many factors of extrinsic and intrinsic rewards which create motivation are similar both in public and private sectors, but there also exist some differences as well. The results obtained can lead to the suggestions that the same type of the factors of extrinsic and intrinsic rewards are not equally applicable in both the public and private sector organizations to increase the work motivation.

Key words: Public sector organization, Private sector organization, Work motivation, Extrinsic rewards, Intrinsic reward.

1. Introduction

Public and Private sectors previous research showing that public Sector employees are less extrinsically motivated, most observed differences can be wholly or partially explained by differences in job content, not by the sector itself. Evidence is presented to show that motivational differences can be explained by a positive choice of work – life balance. Job content is also a very strong moderator variable. Once again, motivation by salary seems to be

the important exception. On the other hand, differences in internal motivation (self-development and motivation by responsibility) seem to be completely the result of differences in job content.

Public sector managers exhibit a motivational profile that is similar to private sector managers at a lower management level (Marc Buelens, Herman Van den Broeck; 2007). The managerial reform has also highlighted critical managerial issues with respect to motivation, organizational effectiveness, and performance-based management, including such issues as pay-for-performance, performance measurement, participatory decision-making processes, and flexible organizational culture.

A basic assumption behind pay-for-performance is that making a direct association between performance and financial reward will enhance the level of organizational commitment of public employees and eventually promote organizational effectiveness and job satisfaction. Unlike private managers, public managers do not appear to be effectively motivated by the pay expectancy factor. This indicates that governmental efforts with pay-for-performance might not pay off as well as expected unless the disconnected bridge between extrinsic motivation factors and organizational commitment is linked. (Jae Moon ;2000)

Work–family conflict is a source of stress that many individuals experience. The combination of three forms of work–family conflict (time, strain, and behavior) and two directions of work–family conflict (work interference with family and family interference with work). The multidimensional measure of the concept of work–family conflict developed in the present study is a more accurate description of the construct as it allows each of the six dimensions to be examined. (Carlson, Michele Kacmar, Williams;2000). Increasing public employees' commitment may increase their desire to remain but may not result in extra effort. A common element in this literature is the contention that higher levels of performance and productivity result when employees are committed to the organization, takes pride in organizational membership, and believes in its goals and values. Employees develop a sense of attachment to the organization primarily on the basis of their perception that the organization supports their values and is a hospitable and socially satisfying place to work. Managers should not expect that employees will work harder simply because they are highly committed to the organization. (Balfour, Barton Wechsler; 1991). Differences in general values, work values and organizational commitment among private sector, public sector, and par public sector knowledge workers. Private sector employees displayed greater organizational commitment than the employees in the other two sectors. The work value findings suggest that employees in the par public sector place less emphasis on advancement opportunities and intrinsic work vales than do public servants and private sector employees. Private sector employees are more committed to their organizations than public sector employees and par public-sector employees are less committed to their organizations than private sector employees. (Lyons, Duxbury, Higgins;2006).

Critics of New Public Management argue that differences between public and private organizations are so great that business practices should not be transferred to the public sector. Public organizations are more bureaucratic and public managers are less materialistic and have weaker organizational commitment than their private Sector counterparts. Management techniques cannot be exported successfully from one sector to another because of differences in organizational environments, goals, structures and managerial values. These variables represent a set of contingencies that require different approaches to management in public agencies and private firms. The available evidence does not provide clear support for the view that public and private management are fundamentally dissimilar in all important respects. This is not to argue

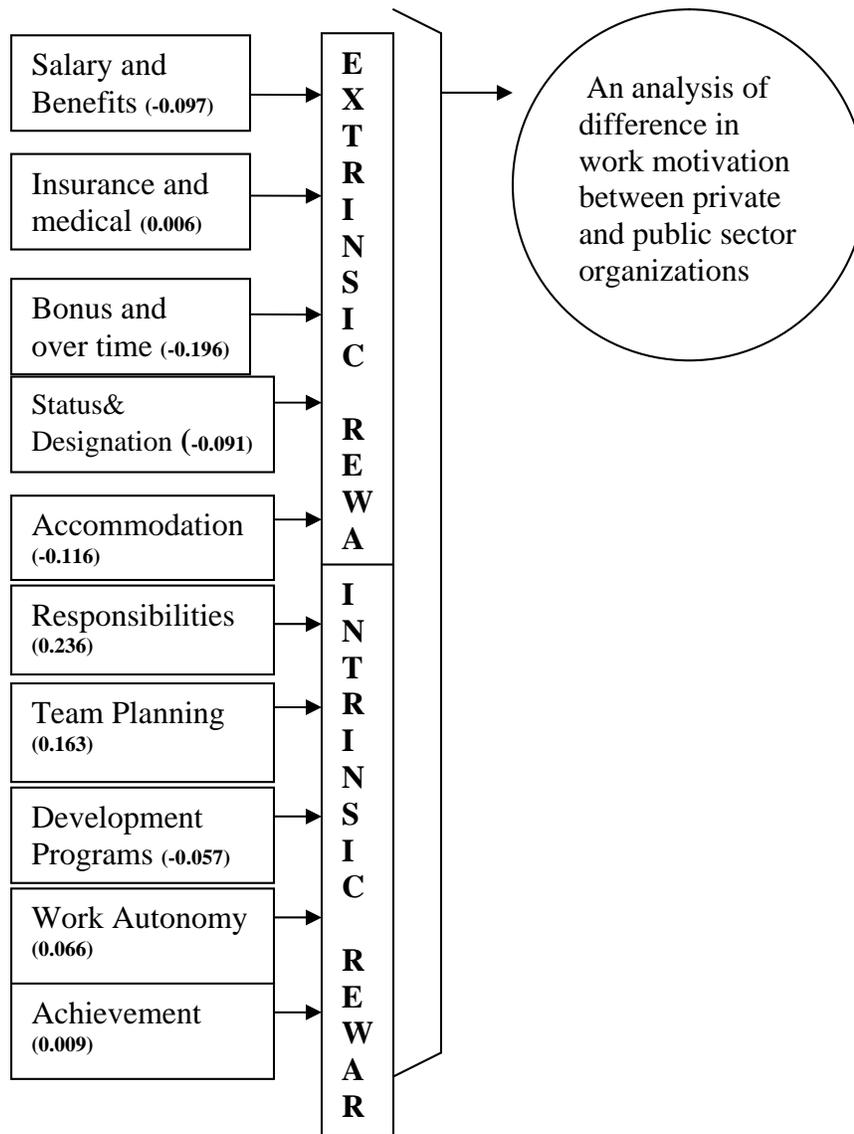
that there are *no* differences between public and private organizations. For example, quantitative research has uncovered. (Boyne; 2002).

General life values and work values have traditionally been investigated independently. A multifaceted definition of personal values incorporating both life and work values, and to test it empirically (Dov Elizur, Abraham Sagi; 1999). Concerning values and work, examining studies on (1) the structure of values, (2) value profiles and patterns, and (3) value change. To identify the gaps in our current knowledge an integrative model is presented which covers three elements (general values, work values, and work activities) and three levels (country, groups, and individuals). (Roe, Peter Ester ;1999). The harmful impact of civil service systems upon incentives and motivation. This study reports a comparison of questionnaire responses by government and business managers which indicates that the government managers: 1) perceive a weaker relationship between their performance and such incentives as pay, promotion, and job security, 2) feel that the formal personnel procedures governing their organizations provide much less flexibility in administration of such incentives (for example, they are much more likely to feel that it is difficult to fire a manager who is a poor performer), 3) score lower on scales of satisfaction with promotion and satisfaction with co-worker. Civil service systems tend to impose an excessive procedural rigidity and complexity on the administration of certain major incentives, such that the systems are detrimental to effective management, employee motivation, and productivity. (Rainey;1979). The public administration community needs to focus more attention on how values can be integrated into the structures, processes, and systems of public organizations. A values statement expressing values that are shared at all organizational levels—combined with the dispersal of leadership roles throughout the organization—provides an especially strong foundation for integrating values into public service. (Kenneth Kernaghan;2003). Focused on the private sector workplace. Yet governments too have gone through massive restructuring, and we know that the work done in the public sector is knowledge and technology intensive. When governments themselves examine workforce issues, they tend to focus either on occupational groups such as clerical or management staff, or on the people who work in a department or ministry. (Lowe;2001). Interpersonal relations now ranks first as motivating factor. Positive interpersonal relations among subordinates, supervisors, and peers can be viewed as an effective management strategy to facilitate employee motivation. For employees, developing positive interpersonal relations with co-workers can enhance individual motivation and may improve job satisfaction. There are exciting opportunities for job redesign within organizations using motivating factors that are important to employees. (Rantz, Jill Scott and Rose Porter;1996). Reform program is based on rational planning, devolution and delegation, flexibility and incentives, and enhanced choice. Measures of these variables are tested against external and internal indicators of organizational performance. Comprehensive empirical test of the impact of a public management reform program on organizational performance. In these respects, our evidence is stronger than that provided by many other studies of the relationship between public management variables and organizational Performance. (Walker, Boyne;2006). The concept of expectancy on which many of the theories of workplace incentive programmers are based, claims that when employees are given a particular level of motivation, it will result in some level of performance. The general perception is that public sector employees do not perform as efficiently as private sector workers because they lack incentives to do so. Also, while incentive structures such as salary, fringe benefits and job (in) security are converging, critical performance management processes like employees'

participation in decision-making, performance appraisal, monitoring and credibility of sanctions are drifting apart. Employee and organizational performance is usually affected by a mixture of motivation and performance control, the latter involving management competences.(Nicholas Awortwi and Joana Vondee;2007) .

Public–private partnerships critically analyze the experiences in partnering with the state, the private sector, funding agencies, urban local bodies and other NGOs in developing and delivering a better incentives to its employee to motivate them so they gave better performance in partnership projects. In public sector middle and lower level government staff frequently contribute tremendously towards partnership projects but hardly ever receive any recognition for their efforts since senior members of the staff are usually called on to attend award ceremonies or to speak at conference and seminars.(Bipasha Baruah;2007).

2. Theoretical Frame Work



Model 1: Comparison of private and public organization in relation to the work motivation.

3. Econometric equation

We are going to study how the motivation level between employees of public and private sectors going to be effected by salary and benefits, insurance and medical facilities, bonus and overtime, status and designation, accommodation, work autonomy, achievement, responsibility, team planning, development programs. The other factors are going to be constant.

3.1 Econometric equation is as follows

Work Motivation level between employees of public and private sectors = a + b₁ (salary and benefits) + **b₂** (insurance and medical facilities) + **b₃** (bonus and overtime) + **b₄** (status and designation) + **b₅** (accommodation) + **b₆** (work autonomy) + **b₇** (achievement) + **b₈** (responsibility) + **b₉** (team planning) + **b₁₀** (development programs).

4. Hypothesis

H₁: Motivation by extrinsic variables salary and benefits, insurance and medical facilities, bonus and overtime, status and designation, accommodation, and intrinsic variable work autonomy, achievement, responsibility, team planning, development programs does affect the relationship of analysis of difference in work motivation between private and public sector.

H₀: : Motivation by extrinsic variables salary and benefits, insurance and medical facilities, bonus and overtime, status and designation, accommodation, and intrinsic variable work autonomy, achievement, responsibility, team planning, development programs does not affect the relationship of analysis of difference in work motivation between private and public sector.

5. Methodology

Variable Explanation:

To check the motivation level of employees among public and private organizations we use independent variables such as extrinsic factors and intrinsic factors.

5.1 Independent Variables

Extrinsic Factor:

1. Salary and benefits

One of the extrinsic factor to check the motivation level of employees is salary and benefits. To check how this variable helps us to motivate the employees of private and public sectors and its effect on the motivation level of employee's .Respondents response were evaluate on five liket scales and questions are:

Q1. Is your salary fulfilling your basic necessities?

Q2. Is your company offered salaries according to skills or experience basis?

Q3. Does your company provide you additional benefits?

2. Insurance and Medical facilities

Another extrinsic factor that motivate the employees is insurance and medical facilities provided by the organization in public and private sector. Such variables that motivate the employees to work hard because salary is not enough for them. These variables help a lot to retain the employees. The variables are evaluate on five liket scales starts from strongly disagree to strongly agree.

Q1. Are you satisfied by insurance policy of a company?

Q2. Are medical facilities are provided by company?

Q3. Is you are willing that insurance fund deducted directly from your salary?

3. Bonus and Overtime

Bonus and overtime 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:

Q1. Are bonus given to you is according to your experience or skills?

Q2. There must separate reward for overtime other than bonus?

Q3. Is the payment for overtime is good enough?

4. Status and Designation

One of the important extrinsic factor that play role in motivation of employees is their status and designation in organization. This variable motivate employee in that manner that how much authority you have at work place? And what's your rank and status in organization? Employees get satisfied with their rank, authority and responsibility given to them according to their skills and education. The variables are evaluate on five liket scales starts from strongly disagree to strongly agree.

Q1. Are you satisfied with your status in the company?

Q2. According to your rank facilities given to you are satisfactory?

Q3. According to your designation, are you satisfied with your income?

5. Accommodation

It is another variable that motivate the employees. Accommodation is the facility that provided by organization to their employees and also help in a manner that they got save and sound living place. Employees are satisfied with this facility or not depend upon the accommodation given to them. Respondent's response were evaluate on five liket scales and questions are:

Q1. The policy of company paid the rent of your accommodation is satisfactory.

Q2. Is company offered accommodation according to your choice?

Intrinsic factors:

1. Work Autonomy:

Intrinsic factors also motivate employees. Variable like autonomy motivate employees in such a manner that you have a right to take decision without having any restriction or pressure of higher authority. The variables are evaluate on five liket scales starts from strongly disagree to strongly agree.

Q1. In the absence of my boss, I can take decision.

Q2. I have been given the right to make decision on my own, without discussing each matter with my supervisor.

2. Achievement:

Achievement is the goals of company and employees respectively that all employees want to achieve at their work place. Achievement of their goals, toward specific designation and goodness in the eyes of others. This variable also motivates employees because everyone want to achieve its goal or good position in the organization Respondents response were evaluate on five liket scales and questions are:

Q1. I am appreciated in the company by my supervisor and colleague for a job done well.

Q2. Praise and encourage brought about by good performance in the company motivates me to perform good as much as a bonus would do.

Q3. If my company achieves some thing worth while, I feel it to be an achievement for my self too.

3. Responsibility:

Another important factor that motivates the employees is how much they are responsible to their duties. If company trust their employees and gave them responsible task to perform this thing motivate employees and their work performance increases. The variables are evaluate on five liket scales starts from strongly disagree to strongly agree.

Q1. My work providing long term benefits to organization.

Q2. When I am given the certain responsible task, I am also given the needed authority with it to carry out my work.

Q3. My supervisor speaks to me about the importance of the assignments I am working for the company well being.

4. Team Planning:

Team planning variable motivate employees in such a manner that they interact and coordinate with each other and this will also help in decision making. When certain task perform by the employees in the shape of team so they motivate and put all their effort to achieve certain task. Respondent's response were evaluate on five liket scales and questions are:

Q1. Are you willing that company include low level employees in decision making?

Q2. Team planning activity is running in company is good enough.

5. Development Programs:

Company organize different development program for their employees to improve their confidence skills and train them and make them professional or expert in their work and skills. These activities motivate employees that they participate in this program and by doing this they also motivate towards their responsibilities and help in achieving their goals. The variables are evaluate on five liket scales starts from strongly disagree to strongly agree.

Q1. Development programs offered by company are effective?

Q2. Did you agree that company held monthly basis or yearly basis development programmed?

Q3. Changing session offered by company for development programmed is satisfactory?

5.2 *Dependent Variable*

1. Work Motivation between employees of public and private sector:

This variable explain us that employees are more motivated to that sector which provides them better facilities and packages and future securities. Motivation level of employees in both the sector depends upon the rules and regulation policies and working environment. Respondent's response were evaluate on five liket scales and questions are:

Q1. I believe my motivation to perform would has been higher, had been working in a different setup (public/ private) as compare to my present one.

Q2. Monitory reward is more important to me at work place than encouragement and appreciation from my supervisor.

Q3. Job security is more important to me than any other benefits provided by the organization.

Sampling:

We have conducted research to find motivation level of employees of private and public 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 starting with strongly disagree to strongly agree in our questionnaire.

Gender:

PUBLIC ORGANIZATIONS		PRIVATE ORGANIZATIONS		TOTAL ORGANIZATIONS	
Males	171	Males	175	Males	346
Females	32	Females	21	Females	53
Total	203	Total	196	Total	399

Nominal scale is being used to check the total number of male and female.

Marital Status:

PUBLIC ORGANIZATIONS		PRIVATE ORGANIZATIONS		TOTAL ORGANIZATION	
Single	48	Single	70	Single	118
Married	155	Married	126	Married	281
Total	203	Total	196	Total	399

Nominal scale is being used to check the marital status of employees.

Age:

PUBLIC ORGANIZATIONS		PRIVATE ORGANIZATIONS		TOTAL ORGANIZATION	
20-30	56	20-30	82	20-30	138
30-40	71	30-40	72	30-40	143
40-50	54	40-50	32	40-50	86
50 & above	22	50 & above	10	50 & above	32
Total	203	Total	196	Total	399

Nominal scale is being used to check the age of employees.

Salary:

PUBLIC ORGANIZATIONS		PRIVATE ORGANIZATIONS		TOTAL ORGANIZATION	
Under 10,000	62	Under 10,000	26	Under 10,000	88
10,000-25,000	82	10,000-25,000	54	10,000-25,000	136
25,000-50,000	41	25,000-50,000	77	25,000-50,000	118
50,000-75,000	15	50,000-75,000	24	50,000-75,000	39
75,000-85,000	02	75,000-85,000	08	75,000-85,000	10
85,000& above	01	85,000& above	07	85,000& above	08
Total	203	Total	196	Total	399

Nominal scale is being used to check the salary package of employees.

Organizations:

Public organization	
POF Wah cantt	72
POF Hospital	13
A.W.C	30
KRL	46
PAK Railway	38
WAPDA	01
Cabinet Division	03
Total	203

Private organization					
Fauji Cement	40	MOL	02	Saudi associates	01
Askari Cement	25	DHA	01	Bahiria Town	01
HATTAR	01	PIMs	01	Shahnawaz ltd	01
TELENOR	03	SSE	01	Pak Dream ltd	01
ADOS pak ltd	24	ICL	09	Lead Pharma	01
SANOFI AVENTIS	18	Netsol	01	Atomic Energy	01
GUNJ GLASS	48	Nescom	10	Beacon House School	06
Total					196

For our research we conducted the survey from Islamabad and Rawlpindi using questionnaire technique for this we issued 250 questionnaires in public organizations and we got back 203 questionnaires and we issued 250 questionnaires in private organizations and we got back 196 questionnaires so total 500 issued questionnaires and we got total 399 questionnaires. So to check the response rate we perform following formula:

$$\frac{\text{Responded questionnaire}}{\text{Total questionnaires}} * 100$$

In public organizations:

$$\frac{203}{250} * 100 = 81.2\%$$

In private organizations:

$$\frac{196}{250} * 100 = 78.4\%$$

Total response rate:

$$\frac{399}{500} * 100 = 79.8\%$$

So, total response rate is 79.8%.

6. Data analysis and Interpretation:

Variable	Mean	Std. Deviation	N
Motivation level	3.7389	.82403	203
Salary and benefits	2.7044	1.16097	203
Insurance and medical facilities	3.1133	.96573	203
Bonus and overtime	2.6404	.98189	203
Status and designation	2.8128	1.24854	203
Accommodation	2.6059	1.23976	203
Work autonomy	3.2512	.75841	203
Achievement	3.6650	.81210	203
Responsibilities	3.6946	.73479	203
Team planning	3.3005	.81042	203
Development program	3.0049	.91466	203

DESCRIPTIVE STATISTICS -----TABLE NO.1

Descriptive statistics table shows the overall response of our sampling (Mean) in public organizations consisting of 203 peoples. From conducting research we analyze the 203 respondents in public sector. Their response towards motivation level as a dependent variable is 3.7389 which shows that they are neutral neither satisfied nor dissatisfied, regarding to this variable respondents deviate from their mean equal to 0.82403. Result lies from 2.91487 - 4.56293. It shows that response of peoples lies between disagree to agree, and their response towards salary and benefits as a independent variable is 2.7044 which shows that they are disagree. Regarding to this variable respondents deviate from their mean equal to 1.16097. Result lies from 1.54343-3.86537. It shows that response of peoples lies between strongly disagree to neutral.

Their response towards insurance and medical facilities as an independent variable is 3.1133 which shows that they are neutral neither satisfied nor dissatisfied, regarding to this variable respondents deviate from their mean equal to 0.96573. Result lies from 2.14757 - 4.07903. It shows that response of people's lies between disagrees to agree, and their response towards bonus and overtime as an independent variable is 2.6404 which shows that they are disagree.

Regarding to this variable respondents deviate from their mean equal to 0.98189. Result lies from 1.65851 - 3.62229. It shows that response of peoples lies between strongly disagree to neutral.

Their response towards status and designation as an independent variable is 2.8128 which shows that they are disagree. Regarding to this variable respondents deviate from their mean equal to 1.24854. Result lies from 1.56426 - 4.06134. It shows that response of people's lies between strongly disagrees to agree, and their response towards accommodation as an independent variable is 2.6059 which shows that they are disagree. Regarding to this variable respondents deviate from their mean equal to 1.23976. Result lies from 1.36614 - 3.84566. It shows that response of peoples lies between strongly disagree to neutral.

Their response towards work autonomy as an independent variable is 3.2512 which shows that they are disagree. Regarding to this variable respondents deviate from their mean equal to 0.75841. Result lies from 2.49279 - 4.00961. It shows that response of people's lies between disagrees to agree, and their response towards achievement as an independent variable is 3.6650 which shows that they are disagree. Regarding to this variable respondents deviate from their mean equal to 0.81210. Result lies from 2.8529 - 4.4771. It shows that response of peoples lies between disagree to agree.

Their response towards responsibilities as an independent variable is 3.6946 which shows that they are disagree. Regarding to this variable respondents deviate from their mean equal to 0.73479. Result lies from 2.95981 - 4.42939. It shows that response of peoples lies between disagree to agree, and their response towards team planning as an independent variable is 3.3005 which shows that they are disagree. Regarding to this variable respondents deviate from their mean equal to 0.81042. Result lies from 2.49008 - 4.11092. It shows that response of peoples lies between disagree to agree.

Their response towards development program as an independent variable is 3.0049 which shows that they are disagree. Regarding to this variable respondents deviate from their mean equal to 0.91466. Result lies from 2.09024 - 3.91956. It shows that response of peoples lies between disagree to neutral.

Variables	Motivation level between public and private sector
Salary and benefits	-0.097
Insurance and medical facilities	0.006
Bonus and overtime	-0.196
Status and designation	-0.091
Accommodation	-.0116
work autonomy	0.066
Achievement	0.009
Responsibilities	0.236
team planning	0.163
development program	-0.057

CORRELATION -----TABLE NO.2

Correlation table shows the interdependency of variables like how much dependent variable depend on independent variables. The table shows that one time change in salary and benefits brings -0.097 change in motivation level of employees in public sector. which shows their is negative relationship between motivation level of employees and salary and benefits, and one time change in insurance and medical facilities brings 0.006 change in motivation level of employees in public sector. This shows there is positive relationship between motivation level of employees and insurance and medical facilities.

And one time change in bonus and overtime brings -0.196 change in motivation level of employees in public sector. which shows their is negative relationship between motivation level of employees and bonus and overtime, and one time change in status and designation brings -0.091 change in motivation level of employees in public sector. Which shows their is negative relationship between motivation level of employees and status and designation.

And one time change in accommodation brings -0.116 change in motivation level of employees in public sector. Which shows their is negative relationship between motivation level of employees and accommodation, and one time change in work autonomy brings 0.066 change in motivation level of employees in public sector. This shows there is positive relationship between motivation level of employees and work autonomy.

And one time change in achievement brings 0.009 changes in motivation level of employees in public sector. Which shows there is positive relationship between motivation level of employees and achievement, and one time change in responsibilities brings 0.236 changes in motivation level of employees in public sector. This shows there is positive relationship between motivation level of employees and salary and responsibilities.

And one time change in team planning brings 0.163 changes in motivation level of employees in public sector. Which shows there is positive relationship between motivation level of employees and team planning, and one time change in development program brings -0.057 change in motivation level of employees in public sector. Which shows their is negative relationship between motivation level of employees and development program

R	R Square	Adjusted R Square	Std. Error of the Estimate
.374	.140	.095	.78403

MODEL SUMMARY-----TABLE NO.3

Model summary table shows that there is 9.5 % relationship between dependent variable motivation level of employees of public sector and independent variables like salary benefits, insurance and medical facilities, bonus and overtime, status and designation, accommodation, work autonomy, achievement, responsibilities, team planning, development program.

	Sum of Squares	df	Mean Square	F	Sig.
Regression	19.140	10	1.914	3.114	.001
Residual	118.023	192	.615		
Total	137.163	202			

ANOVA -----TABLE NO.4

The Anova table shows that our significance level is 0.001. While here we ignore F value. Here we have done variance analysis. While only considering significance level, we assure that our model shows better result. We consider different variables like salary benefits, insurance and medical facilities, bonus and overtime, status and designation, accommodation, work autonomy, achievement, responsibilities, team planning, development program. We also see that relationship between the variables is a tolerenceable and also very effective for future research. By analyzing variables that indicates relationship among the variables is credible and we accept the Alternative hypothesis.

Variable	Beta	t
Motivation level		7.115
Salary and benefits	.022	.209
Insurance and medical facilities	.063	.835
Bonus and overtime	-.185	-1.958
Status and designation	-.036	-.276
Accommodation	-.111	-1.190
Work autonomy	-.078	-1.007
Achievement	-.003	-.040
Responsibilities	.262	3.108
Team planning	.181	2.317
Development program	-.051	-.571

COFFICIENT -----TABLE NO.5

One of the most important tables is the **coefficient table**. This table show one to one relationship of variables. The ‘t’ value of each independent variables indicates its efficiency, means how much variables are efficient and their relation with dependent variable. Salary and benefits, insurance and medical facilities and their ‘t’ values are 0.209 and 0.835 respectively. This indicates insurance and medical facilities variable is more efficient as compare to salary and benefits. Other independent variable like bonus and over time, status and designation, accommodation, work autonomy, achievement and development programs are less efficient. While responsibilities and team planning is much efficient as compare to other variables. Responsibilities is one of the most efficient variables as compare to other variables and its ‘t’ value is 3.108 respectively.

Variables	Mean	Std. Deviation	N
Motivation level	3.5231	.84538	195
Salary and benefits	3.3641	.96631	195
Insurance and medical facilities	3.0615	.95589	195

Bonus and overtime	3.3333	.82903	195
Status and designation	3.4718	.92110	195
Accommodation	3.1795	1.10462	195
Work autonomy	3.3077	.94033	195
Achievement	3.7282	.86333	195
Responsibilities	3.6359	.83465	195
Team planning	3.6000	.93279	195
Development program	3.3795	.79922	195

DESCRIPTIVE STATISTICS -----TABLE NO.1

Descriptive statistics table shows the overall response of our sampling (Mean) in private sector consisting of 195 peoples. From conducting research we analyze the 195 respondents in private sector. their response towards motivation level as a dependent variable is 3.5231 which shows that they are neutral neither satisfied nor dissatisfied and regarding to this variable respondents deviate from their mean equal to 0.84538.result lies from 2.67772 - 4.36848.it shows that response of peoples lies between disagree to agree, and their response towards salary and benefits as a independent variable is 3.3641 which shows that they are neutral neither satisfied nor dissatisfied and regarding to this variable respondents deviate from their mean equal to 0.96631. Result lies from 2.39779 -4.33041. It shows that response of peoples lies between disagree to agree.

Their response towards insurance and medical facilities as a independent variable is 3.0615 which shows that they are neutral neither satisfied nor dissatisfied and regarding to this variable respondents deviate from their mean equal to 0.95589. Result lies from 2.10561-4.01739. It shows that response of peoples lies between disagree to agree, and their response towards bonus and overtime as a independent variable is 3.3333 which shows that they are neutral neither satisfied nor dissatisfied and regarding to this variable respondents deviate from their mean equal to 0.82903. Result lies from 2.50427-4.16233. It shows that response of peoples lies between disagree to agree.

Their response towards status and designation as a independent variable is 3.4718 which shows that they are neutral neither satisfied nor dissatisfied and regarding to this variable respondents deviate from their mean equal to 0.92110 Result lies from 2.5507- 4.3929.It shows that response of peoples lies between disagree to agree, and their response towards accommodation as a independent variable is 3.1795 which shows that they are neutral neither satisfied nor dissatisfied and regarding to this variable respondents deviate from their mean equal to 1.10462. Result lies from 2.07488 - 4.28442. It shows that response of peoples lies between disagree to agree.

Their response towards work autonomy as a independent variable is 3.3077 which shows that they are neutral neither satisfied nor dissatisfied and regarding to this variable respondents deviate from their mean equal to 0.94033. Result lies from 2.36737-4.24803.It shows that response of peoples lies between disagree to agree, and their response towards achievement as a independent variable is 3.7282 which shows that they are neutral neither satisfied nor dissatisfied and regarding to this variable respondents deviate from their mean equal to 0.86333. Result lies from 2.86487-4.59153. It shows that response of peoples lies between disagree to agree.

Their response towards responsibilities as a independent variable is 3.6359 which shows that they are neutral neither satisfied nor dissatisfied and regarding to this variable respondents deviate from their mean equal to 0.83465. Result lies from 2.80125-4.47055. It shows that response of peoples lies between disagree to agree, and their response towards team planning as a independent variable is 3.6000 which shows that they are neutral neither satisfied nor dissatisfied and regarding to this variable respondents deviate from their mean equal to 0.93279. Result lies from 2.66721-4.53279. It shows that response of peoples lies between disagree to agree.

Their response towards development programs as a independent variable is 3.3795 which shows that they are neutral neither satisfied nor dissatisfied and regarding to this variable respondents deviate from their mean equal to 0.79922. Result lies from 2.58028-4.17872. It shows that response of peoples lies between disagree to agree.

Variables	Motivation level between public and private sector
Motivation level	1.000
Salary and benefits	.037
Insurance and medical facilities	.151
Bonus and overtime	.118
Status and designation	.125
Accommodation	.142
Work autonomy	.101
Achievement	.210
Responsibilities	.103
Team planning	.136
Development program	.170

CORRELATION-----TABLE NO.2

Correlation table shows the interdependency of variables like how much dependent variable depend on independent variables. The table shows that one time change in salary and benefits brings 0.037 changes in motivation level of employees in private sector. Which shows there is positive relationship between motivation level of employees and salary and benefits, and one time change in insurance and medical facilities brings 0.151 changes in motivation level of employees in private sector. Which shows there is positive relationship between motivation level of employees and insurance and medical facilities?

And one time change in bonus and overtime bring 0.118 changes in motivation level of employees in private sector. Which shows there is positive relationship between motivation level of employees and bonus and overtime, and one time change in status and designation brings 0.125 changes in motivation level of employees in private sector. Which shows there is positive relationship between motivation level of employees and status and designation?

And one time change in accommodation brings 0.142 changes in motivation level of employees in private sector. Which shows there is positive relationship between motivation level of employees and accommodation, and one time change in work autonomy brings 0.101 changes in motivation level of employees in private sector. Which shows there is positive relationship between motivation level of employees and work autonomy?

And one time change in achievement brings 0.210 changes in motivation level of employees in private sector. Which shows there is positive relationship between motivation level of employees and achievement, and one time change in responsibilities brings 0.103 changes in motivation level of employees in private sector. Which shows there is positive relationship between motivation level of employees and responsibilities?

And one time change in team planning brings 0.136 changes in motivation level of employees in private sector. Which shows there is positive relationship between motivation level of employees and team planning, and one time change in development program brings 0.170 changes in motivation level of employees in private sector. This shows there is positive relationship between motivation level of employees and development program.

R	R Square	Adjusted R Square	Std. Error of the Estimate
.304(a)	.093	.043	.82685

MODEL SUMMARY -----TABLE NO.3

Model summary table shows that there is 4.3 % relationship between dependent variable motivation level of employees of private sector and independent variables like development program, responsibilities, insurance and medical facilities, work autonomy, bonus and overtime, achievement, team planning, status and designation, accommodation, salary and benefits.

	Sum of Squares	df	Mean Square	F	Sig.
Regression	12.848	10	1.285	1.879	0.05
Residual	125.798	184	.684		
Total	138.646	194			

ANOVA -----TABLE NO.4

The ANOVA table shows that our significance level is 0.05. While here we ignore F value. Here we have done variance analysis. While only considering significance level, we assure that our model shows better result. We consider different variables like salary benefits, insurance and medical facilities, bonus and overtime, status and designation, accommodation, work autonomy, achievement, responsibilities, team planning, development program. We also see that relationship between the variables is a tolerance and also very effective for future research. By analyzing variables that indicates relationship among the variables is credible and we accept the Alternative hypothesis.

Variables	Beta	t
Salary and benefits	-.187	-1.964
Insurance and medical facilities	.130	1.455
Bonus and overtime	.030	.368
Status and designation	.052	.598
Accommodation	.070	.746
Work autonomy	.009	.117
Achievement	.195	2.394
Responsibilities	.007	.088
Team planning	.024	.289
Development program	.083	1.029

COEFFICIENT -----TABLE NO.5

One of the most important tables is the **coefficient table**. This table show one to one relationship of variables. The 't' value of each independent variables indicates its efficiency, means how much variables are efficient and their relation with dependent variable. Salary and benefits, insurance and medical facilities their 't' values are -1.964 and 1.455 respectively. Bonus and over time, status and designation, accommodation, responsibilities, work autonomy and team planning are less efficient variables. Achievement is one of the most important variable as compare to other variables and its 't' value is 2.394 respectively.

7. Conclusion

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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