

EFFECTS OF MOTIVATION TO THE PERFORMANCE OF MANAGER-FOCUSED EMPLOYEES IN PUBLIC AND PRIVATE SECTOR ENTERPRISES AND A RESEARCH

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ABSTRACT

In the enterprises, the fact that the employees are motivated well depends on their managers and the employees' performance. Employees' performance is supported through theories but the targets can be achieved by action. In managing the enterprises which continue their existence for attaining certain aims, it is quite important for them to be motivated in achieving success and efficiency. Motivation is a necessity. Its existence makes the enterprise reach its targets. Its absence vanquishes the enterprise from the market. The aim of using motivation factors is to make the employees be successful in all activity areas. In our study, it was elaborated on the motivation and performance differences of public and private sector enterprises, and it was seen that the motivation variables employed by the managers in different sectors display different performances by the managers in different sectors.

Because of that this concept which has gained importance today in all areas and sectors involves economic and organizational factors which differ as to the enterprises and play a role in the development of enterprises, these factors were elaborated in our research. In the name of examining the motivation and its factors, it was conducted a comparative practice based on the public and private sectors, and when the statistical results based on the data is considered, it was concluded that there is a significant difference. Motivation variables in the public sector have differences from the private sector in terms of practice and perception. When an examination is applied by including authority and laws and regulations, the mandatory practices harden the application of motivation factors and even make them impossible. It was concluded from this difference that motivation factors emerge a bit more in the public sector, but it was faced with problems in using them on behalf of the employee in practice. In our research, the survey method was used, and our study was analyzed in Statistics Program SPSS 17.0 medium. It was conducted the evaluation of the tables, and it was brought forward conclusions and recommendations.

Keywords: Motivation, Motive, Need, behavior, Public, Private Sector

1. INTRODUCTION

In an enterprise management, in case of that a quite important part of the ownership, the fundamental policy decision bodies and the hierarchical structure consists of the members of a certain family, a familial enterprise management is at stake. The most important feature of this management type is that the upper management ranks of a certain family enterprise are open to the individuals and relatives. These kind of structures exists all the time and in all economies within the enterprises. In such enterprises, it is generally not sought any expertise, and the important thing is the blood tie of the family members. Motivation factors are also not applied in a serious manner because they are the business owners. In this stage, the motivation of the employees is quite difficult because they think that they do not have any needs apart from monetary earning. The human dimension of management is related with the human relations. As the hierarchies of the managers in an enterprise rise, the managers pay attention to avoid from the occurrence of problems along with the direction of employees towards their successes and ends, and from the reflection of the problems occurred to their management activities. In other words, managers reaches targets and conclusions about the employees' performance. Today in which the enterprises pursue aims such as growth and profiting in a sustainable way along with the transition to a market-directed production after the process during the feasibility stage to establishment stage and even to post-establishment processes, keeping the employees who make a significant contribution to the enterprise motivated by caring about them is an important subject in fulfilling the aims for the enterprises. The concept of motivation which should be interpreted in terms of managers and employees has been defined as promoting and directing the people. In our study, it was taken into consideration the researches and evaluations of our scientists and thinkers, and it was concluded that motivation is a quite important subject in employees' efficiency.

2. LITERATURE REVIEW

2.1. Motivation-focused and Manager-focused Success of Enterprises

Managers, regardless of their sector, have to use motivation factors. Because it is necessary for them to use the knowledge, experience and education if the working team for fulfilling the ends of the organization. It should not be expected any success from unmotivated employees. People display various behaviors according to the mediums, emotions and thoughts. These behaviors are quite important for the manager.

Namely, the manager has to apply the use of motivation factors to the employees for fulfilling the ends of the enterprise (Koçel, 2007, p. 633).

When the functions of Human Resources Management are considered, the motivational factor comes right after the employment and recruitment, training and developing functions, and the functions continues as work and employee valuation, pay grading, working relations and security, and communicational functions. Motivational function is defined as all activities towards enhancing the loyalty of employees to the enterprise, solving organization problems aroused from individuals, and realizing individual satisfaction by making the individual display a voluntary attention to work. The aim here is to enhance the working desire and the performance of the employee. It can exist different motives for each employee. This should be considered before conducting the motivational activity (Bayraktaroğlu, 2012, p. 11).

Motivation has two important features. First, motivation is a personal state. A situation which motivates a person may not motivate another one. Second, motivation can only be observed in the behaviors of people (Koçel, 2003, p. 620). Although desires and aims are implicit in the behaviors, along with them, there are many elements which effect and direct a person's behavior.

Because the success of managers depends on the work of working team in accordance with the organizational aims and spending their strength in this very direction. In other words, motivation and performance are closely related. It should not be expected any performance from unmotivated employees. People displays numerous behaviors. These behaviors can have different reasons. The important thing for the manager is that the people (employees) behaves in accordance with the aims of the organization (Koçel, 2003, p. 619).

2.2. Manager-focused Motivation Variables in Public and Private Sectors

A manager has to direct their subordinates towards ends in line with the ends of the organization. A manager has to play a role in providing organizational communication and sharing between the superiors and the subordinates. Here, the motivation of manager about communication and experience sharing is more important than the motivation factors among the employees. A management, whether it is public or private, is public activities based on cooperation. Individuals and groups should work in cooperation for realizing the common aim in an effective and economic way. An organization's aim, regardless of its type, is to produce goods and services in an effective and efficient way (Koçel, *ibid.* 2003).

Because of this, as it is seen, motivation is a quite important subject in terms of interpreting the behaviors and the employees and employers about whom it can be brought forward ideas. In light of all of these, it should not be forgotten that there are some differences in these two sectors about personnel management, while associating them in a discipline with common problems and subjects rather than making artificial distinctions between public administration and enterprise management. In this sense, the motivational factors can be mentioned as such: In fulfilling the aim, it is quite important for the enterprises to value and to mobilize their employees. For providing the success of the employees by enhancing their motivations, it was told these necessities (Oztemel, 2001, p. 197): The motivational factors such as recruiting personnel for the work rather than finding a work to the personnel, having a proper work environment and work conditions, the employees' ability to continuously put forward new solution methods within the scope of their potentials, presenting how the works effect the service quality, giving due and rewarding the employees, being aware of that all employees have a contribution to the growth of the enterprise, conducting trainings and career development plans for making the employees be able to gain more knowledge and ability, and adopting a betterment policy for directing the negative aspects towards positive aspects through continuous evaluations enhance performance and success in the enterprises.

3. RESEARCH METHOD

In the feasibility stage of the research, it was met and conducted interviews with public and private sector managers. The studies conducted on managers, administrators, superiors and subordinates were reflected to our study, and it was brought forward results and recommendations. It was given place to the information about data analysis along with the problem of the subject, aim and significance of the research, the population and sample selection, presuppositions, limitations and the data collection for reaching results.

3.1. Problem

In motivation definitions, it was generally told that any behavior can not be realized without reason. In this context, along with the knowledge that the behavior displayed by employees because of internal or external

reasons differ because of that they have different personalities, it can be reached to the view that it is possible for the motivation factors to create different influences from person to person.

Our hypotheses are:

Hypothesis 1. In private sector, there are more employees with higher educational level and lower average age than the public sector.

Hypothesis 2. Public sector employees work more satisfactory in economic and psychological manner than the private sector employees.

Hypothesis 3. Private sector employees have a more conscious working state about the aims of their enterprises than the public sector employees.

Hypothesis 4. The view of that promotion opportunities are fairer in the public sector is more intense than the private sector.

Hypothesis 5. Managers' attitude and working conditions are more flexible in the public sector than the private sector.

Hypothesis 6. There is more work stress in the private sector than the public sector.

3.2. Research Aim

The questions of the prepared survey were evaluated one by one, and they were reflected to the study in general through evaluating. In a positive view, it was thought that the enterprises can change their attitudes towards their personnel by considering these data, and it was recommended them to raise an awareness based on the conclusions for directing to betterment initiatives. It was aimed to obtain data such as the average age and wage distributions of the employees in the sector in general, and to enable the employees who have these data to identify views about their enterprises due to the acts towards motivating them.

3.3. Significance of Research

In this study in which the sectors specified as private and public were evaluated distinctly, it was aimed to evaluate whether the personnel motivations vary according to the sector. Because of that it would cause views while the research survey was filled by those who work together in the same unit, it was provided opportunity to rise problems and express opinions about the solution even for a little while. Besides, it was raised awareness because of that the managers and organizations would be informed about the existence of such a research.

3.4. Population and Sample

As part of the study, the population was formed by considering mainly the public and private sectors. Both sectors were limited with the city of İstanbul. İstanbul Tax Office Directorate was taken as public sector and SME employees were taken as private sector to the research scope. In identifying the sample, it was elaborated to include all units because of the importance of all kinds of views and regardless of worker, officer, contracted personnel in the research. Within the scope of private sector, it was included EMA employees. It was conducted a research on the personnel who are not in any management position, who can be considered as the managed section, and who work in the same status.

The prepared surveys is on proper level for all the participants who work in public and private sectors. The answers given by the research participants to the applied survey are accurate and reliable. Participants have expressed their views openly by not feeling themselves under pressure during answering the questions. The evaluations conducted after obtaining the data have made objectively. Research results and evaluations have differed in the organizations of both sectors.

3.5. Data Collection

In the city of İstanbul, it was asked 15 questions to the participants who were positive to the research by considering that it would be proper both for public and private sector employees. In the questions which identifies motivation, the participants gave the answer of "Strongly Disagree" to the questions they thought very negative, the answer of "Disagree" to the questions they thought negative, the answer of "Neutral" to the questions they were not sure or indecisive about, the answer of "Agree" to the questions they thought positive, and the answer of "Strongly Agree" to the questions they thought very positive. Then all surveys were collected from the participants, and checked whether they were answered in way appropriate for the evaluation. 135 surveys which deemed as appropriate were formed our research data field.

3.6. Data Analysis

The data collected through surveys were computerized, and they were analyzed in SPSS (Statistical Package for Social Sciences) 17.0 medium. After the evaluation of the tables created as a result of the analysis, it was made results and recommendations. In indicating the findings obtained as a result of the answers of survey questions, it was made evaluations through frequency, average and standard deviation. The length of intervals in Likert scale used in the research was calculated with “sequence length/number of groups to be held” number formula.

4. FINDINGS AND INTERPRETATIONS

The surveys were prepared in purpose of identifying the motivational status of the section chosen in public and private sectors which give service in İstanbul by considering the factors effecting motivation and in comparison of two sectors. All of 135 surveys given to the employees were returned, and 127 surveys were evaluated because of that 8 surveys filled by the public sector employees were erroneous. The data obtained from these surveys were analyzed with statistical methods and the findings were evaluated.

4.1. Findings about Demographical Features

In this section, it was examined the distribution of employees participated the research according to their demographical features, and it was given place to the interpretations about the results. Under the title if demographical features, it was obtained the data about gender, age, marital status, Professional experience, educational level, monthly income and the sector worked in. As it would be seen in the Table 1 below, it was observed that a great majority of the participants in the research are male (51%), 26-35 aged (52%), married (55%), have a 11 years and over professional experience (28%), on university graduate level (48%), have a monthly income of 1001-2000 TL (67%), and that the population consists of equal numbered employees (50%) in public and private sectors.

Table.1.Findings about Demographical Features

Demographical Features	Variables	Frequency	%	Cumulative
Gender	Male	51	51	51
	Female	49	49	100
	Total	100	100	
Age	X ≤ 25 age	20	20	20
	26-35 age	52	52	72
	36-45 age	20	20	92
	45 and over age	8	8	100
	Total	100	100	
Marital Status	Married	55	55	55
	Single	45	45	100
	Total	100	100	
Professional Experience	0-2 years	22	22	22
	3-5 years	25	25	47
	6-10 years	25	25	72
	11 and over years	28	28	100
	Total	100	100	
Educational Level	Secondary School	4	4	4
	High School	20	20	24
	Upper Secondary S.	15	15	39
	Undergraduate	48	48	87
	Master	13	13	100
	Total	100	100	
Monthly Income	X ≤ 1000 TL	9	9	9
	1001 - 2000 TL	67	67	76
	2001 – 3000 TL	19	19	95
	3001 and over	5	5	100
	Total	100	100	
Working Sector	Public	50	50	50
	Private	50	50	100
	Total	100	100	

4.2. Findings About Motivation Factors

Under this title, the statistical distribution of views of the participants of the research who work in private and public sectors about the subjects such as their general opinion to the organization and the practices of management, and it was given place to interpretations about the results.

Table.2. Findings about the Question of "I enjoy doing my job"

Sector	Answers	Frequency	%	Std. Deviation	Average
Public	Strongly disagree	1	2	0,974	4,10
	Disagree	3	6		
	Neutral	6	12		
	Agree	20	40		
	Strongly agree	20	40		
	Total	50	100		
Private	Strongly disagree	6	12	1,190	3,18
	Disagree	7	14		
	Neutral	15	30		
	Agree	16	32		
	Strongly agree	6	12		
	Total	50	100		

As seen in Table 2, it was drew attention that the public sector employees gave the answer of **Agree** (Avg.=4,10) and the private sector employees gave the answer of **Neutral** (Avg.=3,18) to the aforementioned question. It was thought due to this answer that the public employees enjoy doing their jobs.

Table.3. Findings about the Question of "Management (director, chief etc.) treats everyone equally"

Sector	Answers	Frequency	%	Std. Deviation	Average
Public	Strongly disagree	6	12	1,329	3,22
	Disagree	12	24		
	Neutral	6	12		
	Agree	17	34		
	Strongly agree	9	18		
	Total	50	100		
Private	Strongly disagree	9	18	1,171	2,66
	Disagree	15	30		
	Neutral	13	26		
	Agree	10	20		
	Strongly agree	3	6		
	Total	50	100		

As seen in Table 3, it was drew attention that the public sector employees gave the answer of **Neutral** (Avg.=3,22) and the private sector employees also gave the answer of **Neutral** (Avg.=2,66) to the aforementioned question. It was considered due to this result that while the public and private sector employees are indecisive about the equal treatment of their managers, the managers of public employees treat relatively equal to them.

Table.4. Findings about the Question of "I am happy with my job"

Sector	Answers	Frequency	%	Std. Deviation	Average
Public	Strongly disagree	2	4	0,944	4,08
	Disagree	1	2		
	Neutral	5	10		
	Agree	25	50		
	Strongly agree	17	34		
	Total	50	100		
Private	Strongly disagree	5	10	1,047	3,08
	Disagree	7	14		
	Neutral	20	40		
	Agree	15	30		
	Strongly agree	3	6		
	Total	50	100		

As seen in Table 4, it was drew attention that the public sector employees gave the answer of **Agree** (Avg.=4,08) and the private sector employees gave the answer of **Neutral** (Avg.=3,08) to the aforementioned question. It was thought due to this answer that the public employees are happier with their job than the private sector employees.

Table.5. Findings about the Question of “The praises and appreciations of management towards me motivates me more”

Sector	Answers	Frequency	%	Std. Deviation	Average
Public	Strongly disagree	0	0	0,663	4,36
	Disagree	0	0		
	Neutral	5	10		
	Agree	22	44		
	Strongly agree	23	46		
	Total	50	100		
Private	Strongly disagree	2	4	1,015	4,10
	Disagree	3	6		
	Neutral	2	4		
	Agree	24	48		
	Strongly agree	19	38		
	Total	50	100		

As seen in Table 5, it was drew attention that the public sector employees gave the answer of **Strongly agree** (Avg.=4,36) and the private sector employees gave the answer of **Agree** (Avg.=4,10) to the aforementioned question. It was concluded due to this answer that praise and appreciation by management are in near rates, but it is more positive in the public sector.

Table.6. Findings about the Question of “We have a team mentality with my coworkers”

Sector	Answers	Frequency	%	Std. Deviation	Average
Public	Strongly disagree	2	4	1,055	3,78
	Disagree	5	10		
	Neutral	7	14		
	Agree	24	48		
	Strongly agree	12	24		
	Total	50	100		
Private	Strongly disagree	1	2	1,050	3,60
	Disagree	7	14		
	Neutral	14	28		
	Agree	17	34		
	Strongly agree	11	22		
	Total	50	100		

As seen in Table 6, it was drew attention that the public sector employees gave the answer of **Agree** (Avg.=3,78) and the private sector employees gave the answer of **Agree** (Avg.=3,60) to the aforementioned question. It was concluded due to this answer that there exists an adequate team mentality among coworkers in the public and private sectors, and the employees are aware of and approve this.

Table.7. Findings about the Question of “Working environment (heat, light, noise etc.) is appropriate for my motivation”

Sector	Answers	Frequency	%	Std. Deviation	Average
Public	Strongly disagree	1	2	1,096	3,68
	Disagree	9	18		
	Neutral	7	14		
	Agree	21	36		
	Strongly agree	12	24		
	Total	50	100		
Private	Strongly disagree	5	10	1,212	3,40
	Disagree	7	14		
	Neutral	9	18		
	Agree	21	42		
	Strongly agree	8	16		
	Total	50	100		

As seen in Table 7, it was drew attention that the public sector employees gave the answer of **Agree** (Avg.=3,68) and the private sector employees gave the answer of **Neutral** (Avg.=3,40) to the aforementioned question. It was concluded due to this answer that the working environment in the public sector is more appropriate in terms of motivation.

5. CONCLUSION AND RECOMMENDATIONS

It can be considered along with the information we obtained from the employees within the scope of the research that young people are the majority, and there are more people with experience in the private sector by looking at the average age. When the rate of the number of undergraduates is considered, it was seen that they are in adequate level in both sectors, and their income is intensified between 2.500-4.000 TL. It is obvious that we can not talk about an economic satisfaction in the private sector in which we reached the

data indicating that they can not receive enough salary which is also an important motivational aspect that is intended to apply towards labor. And in the public sector, because of that it was not formed a payment system which allows variable incomes such as salary increase, salary with premiums etc. in return for employees' performance and that it was not created such expectations for the employees, it was not emerged an effect towards a decrease in motivation.

It was drew attention that there formed divergences within the public sector while it was seem as there exists a team mentality and harmony. In the private sector, it was concluded that there exists a consensus and that the individual's desire for doing her/his own job is more dominant. Besides, according to the understanding of team work which is believed as necessary for efficiency, it was seen that efficiency is more possible in the public sector based on these results. Again, it was informed that the possibility to participate decision-making is more possible in the private sector, while it is attached more importance to the views of the employees in the public sector. It can be said that even though it has been experiencing a social and relation-increasing environment in the private sector, there is an attitude or experience towards not changing the communication. In the public sector, it can be talked about the existence of a positive attitude towards strengthening both participation and relations.

It was seen that there is a view that the promotion transactions are not conducted in an intended way but there is a promotion system based on educational level and experience in the private sector. And in the public sector, there does not exist a view of that there is a just promotion, even though the system is based on exams, educational level and experience. This conclusion cerates and uncertainty in both sectors, but it is more intense in the private sector. It was seen that the attitude towards the employees in the public sector is more balanced in accordance with the equality theory, and that their successes were realized, but the managements do not display a will gesture in line with this. It was also seen that they display a corrective or compensative attitude even though it do not consider errors in a positive manner.

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