

SYSTEMATIC REVIEW OF PUBLIC SECTOR MOTIVATION STRATEGIES OF DEVELOPED NATIONS: LESSONS FOR THE DEVELOPING NATIONS

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ABSTRACT

Last three decades have witnessed a steady growth in the research in respect of public sector motivation since 1990. Public sector is regarded as the backbone in every developing nation, where it plays a very prominent role in stimulating its overall development. Due to the acceptance of Sustainable Development Goals (SDGs) by the nations worldwide, there has been a pragmatic shift in the role of public sector during the last few years. Moreover, the employees are the most pertinent human resource in the public sector. Whereas the government has to utilize the maximum of human resources as it has to provide suitable employment opportunities to the population as well. So, the highly challenging and competitive private sector, the expectations of the educated citizens and fast transformations at the global level demand the public sector employees to work with enthusiasm and motivated spirit to keep up pace with the corporate world. However, the irony is that these transformations have also brought many structural and institutional challenges, which are directly linked with falling ethos and motivation of the employees. These recent developments in the domain of public administration have given the motivation of public sector employees a new prominence. Hence, there is dire need to make some attempts to introduce some remarkable changes in the attitude of employees towards their work on one hand; and on the other hand, the institutional framework in which they render their services for the wellbeing of entire community is needed to be reformed as per the demands of the current scenario. The study is important as it focuses on public sector that has the tendency to attract, retain and motivate the employees who are pertinent enough to deliver on the complex objectives of the public services set by the government authorities of a particular nation. With this research paper, an attempt has been made to bridge the existing knowledge gap in the literature, drawing upon prior the 'Public Sector Motivation' studies to introduce the innovative interventions to attain the following research objectives:

- 1. Elucidate the numerous strategies executed among the Developed Nations worldwide in context to motivate the public sector employees.*
- 2. Assessing the challenges faced by the Developed Nations while implementing the PSM strategies in public sector.*
- 3. To develop a suitable framework to motivate the employees of public sector in the developing nations on the basis of lessons drawn from the Developed Nations.*

KEYWORDS: *Motivation, Public Service Motivation, Public Sector, Developed Nations, Developing Nations*

INTRODUCTION

The research in public service motivation has observed an increasing trend in the last three decades since 1990. The Public sector plays an important role in the overall development of the nation especially in the developing nations as they are regarded as the backbone because they majorly contribute to the economy of the country. Public sector plays a vital role for economic development, so the motivation of the employees working within the public sector is of utmost importance. Delivery of fundamental public services such as healthcare, sanitation, electricity and water supply can be hindered by an unmotivated workforce, which can ultimately undermine the public welfare (Hewett & Montgomery, 2001). Moreover, it is also found in many countries that if the employees are willing to work and public sector if not being provided with the required minimum resources, it increases the dissatisfaction amongst the willing employees working in the public sector (Ltd, 2012). According to one of the report of United Nations, statistics on delivery public services are shocking, for example 768 million people do not have access to basic facilities even like they are not able to get water from safe sources, and around one billion of people defecate in the open (Nations, 2013). Safe drinking water and sanitation occupies an important place in achieving the United Nations' Millennium Development Goals (MDGs) and post-2015, the adoption of Sustainable Development Goals, shows that effective public services are at the heart of development (Excellence, 2014). However, according to the report of the World Bank, today's reality is that public services are failing "in access, in quantity and in quality" for the global poor (Bank, 2004). Various experts, scholars and researchers have argued that public sector employees have an inherent motivation to serve the public good and the employees who are working in the public service sector associate themselves with "an attitude of sense of duty" and "public morality" (Staats, 1988). But it has been noted that nevertheless, the employees are having intrinsic motivation, public service morale and the sense of self-worth but all these have shown a declining trend for the past few years.

In 2013, a survey of 1,000 employees from United Kingdom government, education and health, and social care was conducted. The management consultancy firm and Hay Group, found that around 70 per cent of respondents said that their morale was at an all-time low and within next three years almost 80 per cent of them were planning to leave their current jobs. More than half of the employees reported that they were not supported by their managers in their work. The consultants recommended that managers should strengthen the employees' enthusiasm and should try to communicate them with a clear organisational goals and vision. Otherwise, the consultants warned the managers that organisations would definitely lose their more capable

employees and this in turn would ultimately lead to an additional loss of morale, output and pride (Nettleton, 2013). There are various reasons for declining public service motivation. Various research shows that reduced salaries, inadequate resources, inadequate equipment to perform work duties and the pressure to remain efficient and effective while resources and costs are being reduced are some of the major reasons which led to the declining trend in the public service motivation (Pillay, 2004).

Due to the acceptance of Sustainable Development Goals (SDGs) by the nations worldwide, there has been a pragmatic shift in the role of public sector during the last few years. Moreover, the employees are the most pertinent human resource in the public sector. Whereas the government has to utilize the maximum of human resources as it has to provide suitable employment opportunities to the population as well. So, the highly challenging and competitive private sector, the expectations of the educated citizens and fast transformations at the global level, demand the public sector employees to work with enthusiasm and motivated spirit to keep up pace with the corporate world.

However, the irony is that these transformations have also brought many structural and institutional challenges, which are directly linked with falling ethos and motivation of the employees. These recent developments in the domain of public administration have given the motivation of public sector employees a new prominence. Hence, there is dire need to make some attempts to introduce some remarkable changes in the attitude of employees towards their work on one hand and the institutional framework on the other hand. They render their services for the wellbeing of entire community and there is a dire needed to be reformed as per the demands of the current scenario. The present study is undertaken with Systematic Review of research papers from esteemed journals, books, United Nations documents, World Bank documents, OECD documents and many other government websites. This review delivered a comprehensive overview of the ongoing challenges, problems and strategies being followed by public sector of both developed and developing nations in regard to motivation of the employees working in the same. Hence, an effort has been made in the present study to bring out and discuss the factors responsible for the motivation from the individual point of view and from the institutional point of view and how to boost the motivation in the public sector employees, which could be applied to the several developing economies as they constantly strive hard to prepare suitable strategies to use their abundant human resources to the fullest manner.

Motivation

Motivation has been defined as the ability of people, institutions and societies to perform functions, solve problems and to set and achieve objectives (UNDP, 2006). An individual who is motivated is energized or activated towards the achievement of the goals till end (Ryan & Deci, 2000). Motivation is an important factor in the organisation because motivating employees to do well at their jobs will ultimately help the organisations to achieve the goals of organisations. Motivation has two elements: intrinsic and extrinsic. Simply put, intrinsic motivation refers to what a person feels inside while doing something that one enjoys, while extrinsic motivation refers to the external factors provided by institutions to do something in order to receive a particular outcome. Daniel Pink, provided us with three concepts related to intrinsic motivation: Autonomy which focus on the need to direct our own lives; Mastery which urges to get better at something that matters; and the Purpose which relates with the desire to do what we do in the

service of something larger than ourselves (Pink, 2009). If we look closely at the three concepts which are given by Daniel Pink we will find that it is closely related to the concept of Self-Actualisation, which was given by Abraham Maslow's in his classic Hierarchy of Needs (Maslow, 1943). However, Self-Actualization cannot be achieved unless and until the basic needs such as water and shelter are not met; in Maslow's hierarchy need theory a higher need cannot be met until all lower needs are satisfied (UNDP, 2006). Motivation is a pull factor for any employee who is working in the organisation. Motivation is a concept that helps us to understand several forms of behaviour in organizations. Nowadays if we want to understand the dynamics of important behaviours such as job performance, absenteeism, even counter-productive and turnover behaviour we need to understand the fact what motivates the employees (Armah, 2018). To support this argument we need to have a look over few motivational theories.

Maslow's Hierarchy of Needs

According to Smith and Cronje, Maslow theory of hierarchy of needs relies on the fact that people always thrive to achieve more, they want to achieve more in life and their needs are prioritized according to their prominence. Maslow's hierarchy of needs theory and various other theories of job satisfaction generally revolve around employees' needs and the aspects that bring them a sensible degree of satisfaction (Saif, Nawaz, Jan, & Khan, 2012). Maslow's hierarchy of needs theory is divided into five stages depending upon the needs of the individuals. These five categories includes physical, biological, social and psychological needs of individuals, this theory places the needs of the individual in a hierarchical manner and prioritizes their attainment. The five stage hierarchy of needs in decreasing priority are mentioned below:

- Physiological needs (hunger, thirst, shelter, sleep, clothing, sex);
- Security needs/Safety needs (protection against any natural calamities, danger);
- Social needs/love needs (family, friendship, sense of belongingness);
- Esteem needs/ego needs (receiving acknowledgement from others, can be divided into two sub categories namely achievement needs like confidence, independence and recognition needs like status, importance etc.); and
- Self-actualisation needs (Self-fulfilment, realisation of one's potential etc.).

Maslow's hierarchy of needs is one of the important theory of motivation as it tries to explain job satisfaction. For example if we talk about teachers, besides fulfilling all other basic needs like food, shelter and clothing, safety from any physical harm, they also require the appreciation and recognition of students, colleagues, and parents (Smith & Cronje, 1992).

Herzberg's Two-Factor Theory/Motivator-Hygiene

Herzberg's Motivator-Hygiene Theory or Two-factor theory, is a result of the study conducted among accountants and engineers. It was conducted to know the factors which determine what makes an employee or an individual feel good or bad about their job (Saif, Nawaz, Jan, & Khan, 2012). He categorised the factors into hygiene and motivators. Regarding motivators, which is also known as the satisfiers, growth or intrinsic factors, Herzberg noted that there were few characteristics of work that brings satisfaction among the employees, namely achievement, recognition, the work itself, responsibility, advancement and growth. On the other end there are hygiene factors which is also known as maintenance, dissatisfiers or extrinsic factors which

includes company policy and administration, supervision, salary, working conditions, interpersonal relations, personal life, relationship with the peers, status etc. Different organizations are progressively applying Herzberg's theory of motivation to create numerous opportunities for personal growth, enhancement and appreciation among their employees. It is being observed that employees must be recognised for their special achievements and should be promoted after completing assured stages of their career. For example, when any employee produces extraordinary results in the completion of his/her job; they should also be given responsibility to determine how to handle decision making tasks that is related to their jobs.

Public Service Motivation

The term 'public service' has been defined in different ways. Firstly it includes government employees working in the public administration; secondly it is defined as a government-funded service; and lastly it can be defined as the motivation of people to contribute to the common good of the society (Horton, 2008).

Perry and Wise's article written in 1990 has the roots of our existing understanding of Public Service Motivation (PSM). According to them it is defined as "an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions or organizations" (Perry & Wise, The Motivational Bases of Public Service, 1990)

Other studies conducted on the topic

To carry out this study various research papers national and international, books, United Nations documents, World Bank documents and OECD documents etc. were reviewed. Firstly the general concept of motivation was reviewed. It was seen how motivation affects the working of the Public Sector employees. Initial review specified that the concept of motivation is rooted in conventional motivational theories that have been existed before in the study of organisational behaviour. Some early work motivation theories established such as Maslow's hierarchy of needs, MC Gregors X and Y theory, Herzberg two factor theory, expectation theory or expectations and McClelland's theory of needs mentions that motivation theory is based on need. The dimensions of motivation depends on application methods or further application to organizations that are more needed. A person's behaviour in terms of distinctive psychological needs of the individual can fundamentally explain the concept of Public services motivation realize that motivation for public services can be divided into three different categories which can be described analytically as follows: (1) rational motives, (2) normative motives, and (3) effective motives (Perry & Wise, The Motivational Bases of Public Service, 1990). Research on Public Service Motivation has grown rapidly in the past few decades along with concerns about how to improve the performance of public service officers working in the Public Sector. Previous researchers not only tried to show the prevalence of Public Service Motivation concept but also studied emerging consequences (Perry, 1996). The use of the concept of motivation public services are more commonly documented as a selection tool. Essentially, Public Services Motivation comes from within i.e. intrinsic motivation and inherent desire to serve the community (Perry J. L., Antecedents of Public Service Motivation, 1997). The systematic review showed that a high level of ethics and Public Services Motivation in employees will produce at a higher level of commitment and performance. On the other hand, lower level of ethics and Public Services Motivation can lead to increase in absenteeism and employee turnover. The review also helped us in understanding the different strategies being followed in the Developed nations like

performance based budget, job design etc. It also helped us in noting down the challenges which was faced by the Developed Nations in implementing various strategies for boosting Public Service Motivation. All this ultimately assisted us in identifying the lessons which could be learnt by the Developing Nations so as to boost Public Service Motivation.

TABLE 1: MATRIX OF THE LITERATURE REVIEWED

Theme	Important Points	Authors
Motivation	Motivation has been defined as the ability of people, institutions and societies to perform functions, solve problems and to set and achieve objectives. Motivation has two elements: intrinsic and extrinsic. Simply put, intrinsic motivation refers to what a person feels inside while doing something that one enjoys, while extrinsic motivation refers to the external factors provided by institutions to do something in order to receive a particular outcome	(Al-Tkhayneh, Kot, & Shestak, 2019) (Alavi & Askaripur, 2003) (Excellence, 2014) (Ltd, 2012) (Perry & Wise, The Motivational Bases of Public Service, 1990) (Vandenabeele, 2007) (UNDP, 2006) (Wright, 2008) (Dieleman, Cuong, Anh, & Martineau, 2003; Maslow, 1943) (Pink, 2009)
Public Service Motivation (PSM)	The term 'public service' has been defined in different ways. Firstly it includes government employees working in the public administration; secondly it is defined as a government-funded service; and lastly it can be defined as the motivation of people to contribute to the common good of the society.	(Alavi & Askaripur, 2003) (Coursey, L, Brundney, & Littlepage, 2008) (Bank, 2004) (Perry, 1996) (Nettleton, 2013) (Orange, 2013) (Perry J. L., Antecedents of Public Service Motivation, 1997) (Perry & Wise, The Motivational Bases of Public Service, 1990)
Strategies of Developed Nations	Creating a supportive work environment, Effective goal setting and job design, Person-organisation fit, Transformational or value-based leadership	(Homberg & Costello, 2019) (Nations, 2013)(OECD, 2004), (Orange, 2013) (Smith & Cronje, 1992) (Wright, 2008) (Wal, 2014) (Verlag, 2018) (Vandenabeele, 2007) (Supriatna, Pradesa, &

		Priatna, 2019) (Supriatna, Pradesa, & Priatna, 2019)
Challenges faced by Developed Nations	Resistance from public servants, Measurement, Developing the institutional capacity of the Ministry of Finance and spending ministries, Changing the behaviour of politicians etc.	(Armah, 2018) (Coursey, Yang, & Pandey, 2012) (Curristine, Lonti, & Joumard, 2007) (Golshan, Kaswuri, Agashahi, Amin, & Ismail, 2011) (Nettleton, 2013) (Ltd, 2012) (Staats, 1988)
Lessons for Developing Nations	Regular paying Salary, Focus on Job Design, Focussing on Performance based Budgeting	(Homberg & Costello, 2019) (Bank, 2004) (OECD, 2004) (Hewett & Montgomery, 2001) (UNDP, 2006) (Staats, 1988) (Al-Tkhayneh, Kot, & Shestak, 2019) (Armah, 2018)

OBJECTIVES OF THE STUDY

The study is important as it focuses on public sector that has the tendency to attract, retain and motivate the employees who are pertinent enough to deliver on the complex objectives of the public services set by the government authorities of a particular nation. With this research paper, an attempt has been made to bridge the existing knowledge gap in the literature, drawing upon prior the 'Public Sector Motivation' studies to introduce the innovative interventions to attain the following research objectives:

1. Elucidate the numerous strategies executed among the Developed Nations worldwide in context to motivate the public sector employees.
2. Assessing the challenges faced by the Developed Nations while implementing the PSM strategies in public sector.
3. To develop a suitable framework to motivate the employees of public sector in the developing nations on the basis of lessons drawn from the Developed Nations.

RESULTS AND DISCUSSIONS

Numerous Strategies of Developed Nations for supporting public service motivation

Numerous strategies are executed among the Developed nations worldwide in context to motivate the Public Sector employees. Some of them are:

Transformational or value-based leadership

Strong, effective leadership is constantly a major driver of employee satisfaction and commitment. However, transformational or value-based leadership is more than the actual change management, good communication skills, integrity, empathy and other features of good leadership. Value-based leadership is a kind of leadership in which the employees are clearly

told about the objectives and goals of the Public Sector which suits the public service values. It is also considered necessary that the leader themselves become examples by following the Public Sector values, it will ultimately create trust and self-interest between the leader and the employees.

Person-organisation fit

Person-organisation fit theory states that employees' values must match with organisational goals as if there is a mismatch then in that case the employee turnover rates are very high. While recruiting the individuals it is necessary that Human Resource (HR) personnel must keep in mind that public service matters. So it is required that HR personnel should look for the candidates who are not only qualified but also hold values inconsistent with the organisation's mission and vision which is important. Similarly, all the induction programmes, training programmes, development and performance management strategies should focus on or reflect on promoting public service values. Person organisation fit theory also emphasizes that the performance appraisals of the employees should not only based around the particular role which the employee is playing in the organisation, but it should also review the behaviours of the employee towards customers, collaboration and accountability which is critical to the effective operation of the public service.

Effective goal setting and job design

Most the people mainly in the developed countries are attracted towards the Public Sector because of their motivation to serve the common people and make a positive difference in their lives. It is vital that to identify what is referred to as 'the line of sight' between their values and the task they are mandated to complete in the organisation is not lost. This can be easily done when there is service delivery work in which we can show all employees' contribution and relate it with the overall objectives of the organisation. It is necessary for maintaining their sense of motivation.

Creating a supportive work environment

Providing supportive work environment is of utmost importance. Employees can work freely when they are provided with the good working conditions. It includes various factors like informal relationships with the colleagues, the quality of communication, conflict management, the collegiality of the organisation and the incentive systems. All these factors help in boosting the employee's public service motivation and their performance at workplace (IPA, 2013).

TABLE 2 SUMMARY OF STRATEGIES AND TACTICS FOR APPLYING PUBLIC SERVICE MOTIVATION

Analysis Unit	Strategies	Policies
Individual	There is a need to integrate Public Service Motivation into Human-Resource (HR) management processes	Selection based upon Public Service Motivation. <ul style="list-style-type: none"> • Socialising individuals into prospects of behaviour that must replicate Public Service Motivation. • Using performance appraisals or writing ACR's including elucidations of

		behaviours that replicate Public Service Motivations.
Society	Create societal legitimacy for public service	Creating Partnership with societal organisations that will integrate public service values into school syllabi. Use press media to bring public service to the attention of society.
Job/Work level	Conveying the meaning and purpose of jobs to the employees	<ul style="list-style-type: none"> • Social significance of jobs must be conveyed to the employees. • Clear goals in line with existing Public Service Motivations must be conveyed to the employees working in the organization.
Work Environment	Creating supportive work environment for public service	<ul style="list-style-type: none"> • Creating work structures that will boost self-regulation. • Cooperative workplace interactions must be encouraged. • Creating and maintaining incentives that must be aligned to organisational goals. <p>Designing compensation systems in a way that it should attract the employees in a long run. Encouraging women's to participate in the Public Sector development at every level. By encouraging them, the gender dimensions can be considered. (OECD, 2004).</p>
Organisation	Integrating public service into organisation goals and strategies	Communicating organisation mission, vision and action that include commitment towards Public Service Motivation. Promoting Transformational or value-based leadership.

It is observed from the above table that the Developed Nations have over-reliance on the extrinsic forms of motivation. In addition, it is an established fact that wages occupies an important place in boosting the motivation of the employees but in some cases it acts as a demotivator where responsibility or esteem needs had a particularly great effect on motivation. (Orange, 2013)

Challenges faced by Developed Nations while implementing motivational strategies in Public Sector

Though there are various strategies that are being implemented in relation to increase PSM in developed countries but there are several challenges also that are being faced by the developed nations. Some of them are:

Resistance from public servants: Public servants often resist when they feel that they have to face some changes with regard to their behaviour and culture. Almost all the reforms within the Public Sector are resisted by the Public Sector employees. A motivating key factor is required to accept the new technology and move with the current developments. It is difficult to move the Public Sector employees from traditional way of doing work to modern techniques. (Al-Tkhayneh, Kot, & Shestak, 2019).

Measurement: Different countries continue to face challenges with regard to issues of measurement, particularly with outcomes. Governments have to provide variety of services to the citizens of the country. But there is always a gap in evaluating the outcomes of the programmes being implemented by the government. There is no proper measurement method to evaluate the outcomes of the implemented programmes. Problems exclusively arise with regard to intangible activities such as the policy advice which is given by the various ministers and officers (Juan, Coudert, Geneste, & Aymer, 2012). There are also problems related with the time lag for example some projects are not completed on time. There can be two reasons, one the delay is caused due to government decisions and in some cases the results are not within the control of the government.

Developing the institutional capacity of the Ministry of Finance and spending ministries: Various Developed Nations have experienced problems with regard to the capacity of the institutions which provide funding to the Public Sector. It receives funding from the Ministry of Finance (MOF). So, the capacity of the ministries is influenced by the extensive recognized structure and resources especially in terms of staff and expertise. The funds which are allotted to different ministries are required to use it judiciously but most of the times the spending ministries do not spend money on the required Public Sector (Homberg & Costello, 2019).

Changing the behaviour of politicians: The role of the politicians in the legislature and the executive vary depending on the nature of the legislative-executive relationship. The relationship is influenced by the type of political system followed within the country for example the political system can be presidential, semi presidential or parliamentary. Setting up of clear goals is one of the challenges that Developed Nations are facing. Any country can face conflicting goals and demands if there are manifold principles or lack of agreement on the role of an agency (Curristine, Lonti, & Joumard, 2007).

Population ageing will put further significant pressures on public spending in virtually all Developed Nations over the next few years.

Framework to Motivate the Employees of Public Sector in the Developing Nations

Based on the discussion so far we can drive a framework to motivate the public sector employees. The framework can work on the individual as well as institutional level so it can be called as the Individual Institutional Transformational Model (IIT). This framework will highlight the application of strategies to be incorporated by the developing nations to create a positive work environment where employee with dedication and determination to provide fruitful services to the community. The IIT model has its roots in the study undertaken by (Perry and Wise) in 1990. There are various factors that affect the motivational level of the employees in the public sector especially in the developing countries.

One of the major reason for declining PSM in the developing countries is providing more of public services with less resources including public spending and manpower. Comparison at the world level is required to have a better look on the best practices which is being followed in delivering of public services in a cost-effective manner. On comparison the developing countries like India can adapt some of the provisions which will be helpful in increasing the motivation of the public service employees. One of the best practice which is being followed by the OECD member countries like Australia, United Kingdom, Unites States of America, France, Germany and Greece etc. is performance based budgeting. This ultimately help these countries in providing useful insights about strategy should be followed next with regard to that particular policy (Coursey, Yang, & Pandey, 2012). This can also be regarded as the value for money. The developed nations provide variety of allowances to their employees which includes pension facilities, core merit goods (education and health) allowances etc. Depending upon the social priorities the coverage and scope of public services delivery differs across the world. Most of the developed countries has set some criteria to evaluate the performance of various targets set by the government (Coursey, L, Brundney, & Littlepage, 2008). Thus, comparing the data of various countries is important so that the country can improve upon by learning lessons from another country where the particular policy was successfully implemented. After 1990's developed countries have made various reforms such as making the budget process more approachable to primacies; making flexible management practices, such that defined primacies are easier to accomplish and strengthening competitive spirit among providers of public services etc.

There are various institutional factors that affect the motivation of the employees in the developed countries. Some of them include increased results oriented activities, such as procedures and performance capacity arrangements; ii) provisions that increase flexibility, including decentralisation of the functional and financial responsibilities from centre to various other agencies i.e. from top level to the subordinate level and iii) various personnel issues, including personnel size, its structure and the motivation towards the public sector. Decentralisation should not only include fiscal responsibility but also the political decentralisation is necessary i.e. the employees must be given the decision making responsibilities. At the individual level, to increase the motivation of the employees it is necessary that the employee must have access to the basic quality of services. Employees must be provided with the incentives if they are delivering the results. Activities related to human resource management also occupies an important place in organisation such as employee satisfaction and morale are considered as the significant drivers of their performance (Supriatna, Pradesa, & Priatna, 2019). Another individual factor that affect the motivation of the employees working within the organisation is the wages. Wages are still important for the employees for attracting and retaining the talented employees of the public sector. On the other hand non-monetary incentives can also boost the motivation of the employees. It is found that performance based incentives have low impact on public sector staff motivation (OECD, 2004).

Another factors that affect the motivation of the public sector employees are the communication and relationship with the other colleagues. Regular meetings should be conducted to discuss the problems and different activities of the public sector (Dieleman, Cuong, Anh, & Martineau, 2003).

TABLE 3: INDIVIDUAL INSTITUTIONAL TRANSFORMATIONAL (IIT) MODEL FOR DEVELOPING NATIONS

<i>Individual factors that affect motivation of employees</i>	<i>Institutional factors that affect motivation of employees</i>
Salary	Working Conditions
Recognition	Autonomy provided to employees
Job Satisfaction	Involvement in the Decision Making Process
Commitment	Recognising the talent of the manpower
Efficiency	Performance based budgeting
Incentives	Quality Leadership
Challenging work/Responsibility	Communication and relationship with other colleagues
Career Advancement	Non Monotonous work

Table 3 shows the factors that are responsible for affecting the motivational level of employees at the individual and institutional levels.

Factors that can affect the motivation at the individual level

Salary: In developed countries the salaries of the employees are high due to which the talented citizens of developing countries often migrate to the developed countries for high paying jobs and the talented employees who are not able to get the salary according to their talent lose their motivation in the work. So developing countries can adopt a model of paying salary based on the performance of the employees to increase the public service motivation.

Recognition: The employees in the developed countries are recognised for their work whereas in the developing nations even the idea of the public sector employees are even not always welcomed. If a public sector employee performs extraordinarily then also he/she is not recognised. The developing nations must adopt the framework of recognising the work of the employee. For example they can provide incentives for the employees who have achieved targets or can also introduce employee of the year award.

Job Satisfaction: The employees in the developed countries are satisfied with the job as they are getting paid according to their talent and are promoted timely whereas the employees in the developing countries are not paid according to their talent and are also not always promoted on time. So the developing countries can adopt a model of increasing the job satisfaction of the employees by providing them career advancement opportunities.

Commitment: The employees in the developed nations are committed towards their work as they are satisfied by their job but the employees in the developing nations due to the lack of facilities at the workplace are not satisfied by their job and do not show commitment towards the job. Developing nations should make the workplace suitable for the employees and should also provide various facilities to the employees so that they are satisfied by the job and are motivated to show their commitment towards the job (Wal, 2014).

Efficiency: Public sector employees in the developed nations are highly efficient. They are ready to produce outputs on time whereas the employees in the developing nations are not always interested in using the given resources judiciously. The developing nations must train their public sector employees how to achieve maximum output with minimum or less inputs.

Incentives: Employees of the developed nations are provided with lot of incentives including bonuses, holiday trip, salary increment and employee of the year award etc. But in developing nations due to the lack of resources the employees are provided with the salary only. So the developing nations can take few steps in providing incentives to the employees like they can initiate employee of the year award in their public sectors as this type of incentive will require minimum amount of investment (Sahling, mikkelsen, & Schuster, 2020).

Challenging Work/Responsibility: The developing nations can provide decision making responsibilities to the public sector employees working at all levels so that they can show their talent and give their best as the challenging work most of the times motivate employees to perform better.

Career Advancement: Employees of public sector in the developing nations must be provided with the career advancement opportunities such as increments in salary, promotions and more responsibility job etc. As this will work as the pull factor for the employees working in the organisation.

Factors that can affect the motivation at the institutional level

Working Conditions: The suitable working conditions and access to basic facilities automatically increases the motivational level of the employees. Developed nations provide these easily but the developed nations due to lack of resources are not able to provide sometimes even the basic facilities to their public sector employees.

Autonomy provided to the employees: Another lesson which the developing nations can learn from the developed nations is providing autonomy to the employees so that they are able to their work according to their own way. They are free to take decisions with regard to their own work.

Involvement in the Decision Making Process: One of the major reason for declining public sector motivation in developing nations is that the decisions for the organisation is taken by only few employees of the organisation i.e. centralisation decision making process is there. Whereas in the developed nations the decisions of the organisation is taken by involving the suggestions of all the employees working in the organisation which creates a sense of belongingness among the employees and they feel more motivated.

Recognising the talent of the manpower: The talent of the employees is recognised by the organisation head timely in the developed nations but in developing nations most of the times the employee's talent is ignored and various other factors like favouritism overpowers the talent of the individual. So to increase the public sector motivation, the employees must be appreciated so that they work towards achievement of organisational goals.

Performance based budgeting: In the developed nations the employees are paid according to their performance. The developing nations can also adopt such methods in few public sectors so as to increase the motivation level of the employees who work hard for the organisation.

Quality leadership: Leadership is an important factor that affects the motivation of the public sector employees. In developed nations the leader of the organisation supports and guides the employees. Developing nations can learn lesson for the developed nations and the managers of the organisation must provide guidance and support to their employees (Verlag, 2018).

Communication and relationship with other colleagues: Another lesson which developing nations can learn from the developed nations is that improvement in the area of communication and relationship with the other colleagues. The employees must have the clear cut information with regard to the organisational goals and vision. Informal meetings should also be conducted so as to have a better relations between the colleagues of the organisation.

Non-Monotonous Work: The developing nations are required to make their public sector work more attractive by reducing the dull and repetitive work so as to motivate their employees. They can be involved in different activities that can motivate them to achieve the goals of the organisation.

Motivational Strategies which are missing in the Developing Nations

There are various motivational strategies which are missing in the developing nations. First and foremost thing is that due to the lack of resources the public sectors are not able to provide wages of the employees on time which is considered the most important individual factor that affect the motivation of the employee. Due to the prevalence of corruption and nepotism most of the times the employees work are not recognised. Due to the population surge, employees' satisfaction with regard to the job is less in developing countries as the highly qualified persons are applying for low paid jobs and when they get the opportunity for better job they leave the previous one which leads to the increase in the employee turnover. Due to political influences and centralisation, the employees at the middle and lower level of the public sector are not given the decision making responsibilities which reduces the commitment of the employees towards the achievement the organisational goals. Many public sector employees are also not provided with the proper working conditions which adds to the demoralisation of the employees. The concept of job design which is prevalent in the developed nations is not seen in the developing nations as the public sector as soon as it recruits the employees, the public sector is not always there to guide the employees. In the developing nations the budget is not allotted on the basis of the performance and the employees of the public sector are not judged on the performance behaviour. So there are chances, where the public sector employees will not work for the social welfare. Code of conduct is there for the public sector employees within the developing nations but neither all of the personnel know about it nor there is any awareness campaigns launched by the public sector to aware the employees. So to conclude the public sector employees are only concerned about their salaries in the developing nations and the principle of selflessness is over.

Theoretical and practical Suggestions of the Study to improve PSM in Developing Nations

The study has some significant implications for the Government and society in terms of:

- ***Implications for the Government/ Decision makers:*** The study will enable the public sector managers to frame and implement suitable recruitment and promotion policies to attract and retain the able employees that are consistent with, and support public sector motivation. The research emphasizes the significance of advanced professional degrees for the public sector employees, hereby the policy makers must frame the education policy to prepare the young generation as pertinent human resource for the nation. Moreover, the research will enable the decision makers, authorized officials and the employees to have better interface, collective bargaining and constructive dialogues over the crucial aspects pertaining to the development of all the stakeholders of the society.

- **Implications for the employees:** A motivated employee is capable of delivering the best on the complex and challenging objectives set by the government from time to time to meet the dynamic needs of the people. The framework introduced by the research will also enable the employees to have a deep understanding of the necessary changes they have to introduce in their ideological perspectives. The study will help them to get the most out of their job experience and steer their actions towards the organization and society effectively.
- **Implications for the Society:** The information provided by the study on certain aspects related to public sector motivation would stand as significant understanding for the practitioners, social scientists and educators in the public sector. The researchers will have an idea of ethical decision making and creative dialogue while conducting research in various domains in the public sector about the representation of interests of all stakeholders engage in the public sector. The study would also allow the avid readers to have a visual research about different aspects of psychology of employees working in the highly challenging work environment. In furtherance, the study will also suggest some suitable measures to keep check over the possibility of individual, family and social disorganization.

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