



## A COMPARISON OF ACHIEVEMENT MOTIVATION AND JOB SATISFACTION AMONGST PUBLIC AND PRIVATE SECTOR EMPLOYEES IN DELHI NCR.

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**ABSTRACT** In today's highly competitive world, success of any organization depends on its human resource. A satisfied and motivated employee is the biggest asset for any organization, be it in public or private sector. It is such workforce which determines not only the performance of any sector but also affects the growth and performance of the entire economy. The present study is an effort to study the difference in the achievement motivation and job satisfaction level among the public and private sector employees. Using a sample of 60 employees a difference was found in both their job satisfaction and achievement motivation level, however the difference was significant in job satisfaction only.

**KEYWORDS** : Job satisfaction, need for achievement, motivation

### Introduction

Today Human resource is the most critical and integral aspect of management process. It can accelerate the process of organizational development or can demolish the organizational progress. Thus keeping the employees motivated and satisfied with their jobs has become one of the most significant and most demanding activities in any organization. Both achievement motivation and job satisfaction have their influence on employees performance.

A review of literature shows that different theorists have put forward their thoughts on the factors responsible for job satisfaction and enhancement of achievement motivation. Maslow in his theory of hierarchy of needs, Herzberg two factor theory, Alderfer's ERG theory, Adam's Equity theory, Vroom's expectancy theory, Porter Lawler multi variable model, control theory and Agency theory have all emphasized causes of work motivation, job satisfaction and performance in one way or the other.

Achievement motivation has been defined as the drive to excel, to achieve in relation to a set of standards, to strive to succeed. From research into the achievement need, McClelland (1960) found that high achievers differentiate themselves from others by their desire to do things better. They seek situations in which they can attain personal responsibility for finding solutions to problems, in which they can receive rapid feedback on their performance so they can determine easily whether they are improving or not, and in which they can set moderately challenging goals. Hoque and Ali (1998) studied achievement motivation in public and private sector employees in banks in Bangladesh. They found that Achievement motivation is positively correlated with performance, male employees had higher need for achievement than female employees and majority had low achievement motivation. Akhilesh and Mathew (1991) carried out a study on banks in relation to work motivation, job and work involvement and found that work motivation could be improved by increasing authority and accountability. They further added that employees when given due authority or autonomy feel more confident and take more initiative compared to those who are always instructed for the said tasks. Training was also considered as one of the most imperative factors in motivation (Photanan, 2004, Hall et al, 1997). Along with compensation Fuhrman (2006) pointed out that job descriptions are important factors in motivating or demotivating employees. Unclear job description, stressful working environment, irrelevant administrative assignment can cause overburden, demotivation and lead to job dissatisfaction.

Job satisfaction is an emotional response to job situation resulting from what employee wants and values from job (Locke, 1976). Luthans (1992) describes job satisfaction as a result of employee expectations of how well the job provides those things which are viewed as important. Job satisfaction describes the feelings, attitudes or preferences of individuals regarding work (Chen, 2008). Furthermore, it is the degree to which employees enjoy their jobs (McCloskey and McCain, 1987). There is high degree of agreement amongst the researchers regarding the characteristics of job satisfaction. Pay, relation with co workers, supervisors and job security have been viewed as important component of satisfaction (Hackman & Oldham, 1975, Khaleq & Rehman, 1987). Job satisfaction has positive

correlation with a number of job related outcomes like job involvement (Elloy & Jerpasing, 1992), turnover (Gregson, 1990) and employee attendance (Steers & Stones, 1988). It positively affects employee working performance and organizational commitment, and negatively influences employee absenteeism and turnover (Agarwal & Ferratt, 2001; Fraser, 2001). High job satisfaction leads to reduction in complaints, grievances, absenteeism, improvement in employees morale and positive work attitude. As a result it is highly valued by the organizations. Porter and Lawler (1968) studied the factors that influence job satisfaction and found that one set of factors related to work itself such as feeling of achievement, independence, feedback and feeling of control. The other set of factors are not directly related to work such as receiving praise from seniors, good relationships with colleagues, good working environment, high salary, good welfare and utilities. Professionally trained employees scored better on job satisfaction and performance (Pestonjee, Singh and Singh, 1981). Pratap, Swarn and Srivastava (1985) dealt with organisational climate and job satisfaction. Pestonjee and Prabhat (2010) examined the role stress, occupational stress and job satisfaction. Recent studies show that to increase their employees' job satisfaction participative (democratic) management style was mostly preferred by today's managers (Dogan and İbicioğlu, 2004).

Some studies have found a significant relationship between achievement motivation and Job satisfaction (Yasin (1996), Harrell and Stahi 1984). Arvey and Dewhirst in 1976 found that the degree of job-satisfaction of the workers with high achievement motivation exceeded that of workers with low achievement motivation.

### Hypothesis

There would be difference in the achievement motivation level of employees of public and private sector.

There would be difference in the Job satisfaction level of employees of public and private sector.

### Method

The sample consisted of 60 employees of public sector and private sector in Delhi NCR region. The age groups taken were 25-40 years and 40+ years. Interviews were also conducted to get an insight. Need for achievement was measured using Costello achievement motivation scale (CAMS adapted English version by Misra and Srivastava 1990). It consists of 24 items and responses are given in 'yes' or 'No'. Maximum score is 24. The test retest reliability is .77. Job satisfaction scale by Singh and Sharma 1990 was used to measure job satisfaction of employees. It has 30 statements. Test retest reliability is .978 and validity coefficient is .743.

### Result

**Table 1 Achievement motivation in Public and Private sector employees**

	Achievement Motivation	
	Public sector	Private sector
N	30	30
Mean	14.65	14.98

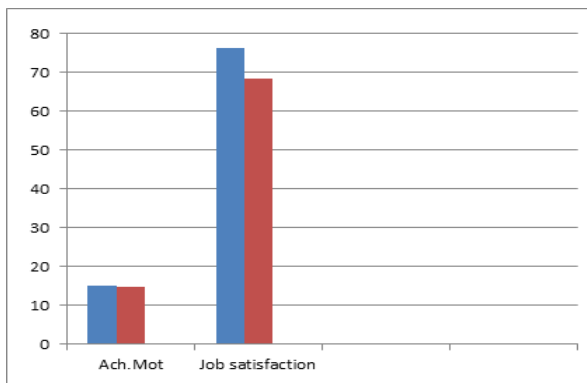
SD	3.03	1.88
t		0.512
df		58
Sig.(2 tailed)	0	0.6111

**Table 2 Job Satisfaction in Public and Private sector employees**

	Job satisfaction	
	Public sector	Private sector
N	30	30
Mean	68.4	76.16
SD	10.49	11.74
t		-2.6999
df		58
Sig.(2 tailed)	0	0.009

**Table 3 Job satisfaction and achievement motivation amongst different age group**

	Age Group(years)	Public sector	Private sector
Job satisfaction	25- 40	64.7	76.32
	40 +	72.2	76
Achievement Motivation	25-40	18.56	18
	40+	10.74	11.96



**Figure 1. showing the job satisfaction and achievement level of public and private sector employees**

Analysis of the result shows that the job satisfaction of private sector employees is higher than the Public sector employees (Table 2, Figure 1). The difference is significant. However there is not much difference in achievement motivation of the two sectors. (Table 1, Figure 1). Table 3 shows the difference in the two variables in the different age group. It shows that job satisfaction is higher in private sector in the age group 25-40. However it decreases in the age group 40+ and is nearer to that of public sector employees. On the other hand mean score of public sector employees on achievement motivation is similar in the age group 25-40 years whereas it decrease with age.

**Discussion**

The result of the current study supported the hypothesis that there would be a difference in the job satisfaction level of public and private sector employees. However the second hypotheses was rejected.

Job satisfaction of employees may vary because of the difference in the work environment and work context. Analysis of interview data shows that public sector employees found their jobs lacking motivating potential. They often felt overworked and disinterested because of the mechanistic type of job assignments. Employees in the private sector were more satisfied with their jobs, the way their organizations work and their supervisors. They were satisfied with the overall work environment, wages, salary and monetary incentives. These findings are consistent with the findings of the studies done by Buchannan, 1974; Rainey, 1979a, 1979b; Paine, Carrol, & Leete, 1969 and Solomon, 1986 who concluded that public sector managers experience significantly lower levels of satisfaction than private sector. Ekramul and Rehman (1999) examined the quality of work life of

employees in private and public sector and found that workers of private sector perceived higher quality of life than their counterparts in public sector. Although the private sector employees were satisfied with the overall work environment, wages, salary and monetary incentives, large number of employees were not satisfied with the job security measures and there was usually a fear of job loss. Job insecurity was a major negative factor amongst the private sector employees.

It is interesting to note that the achievement motivation is slightly higher in public sector employees in the age group 25-40 (Table 3). However with age and experience it decreases. This indicates that all employees join with high level of motivation but the working conditions and environment is not conducive to sustaining it. McClelland's (1961) study of managers in the public and private sectors in the U.S., Italy, and Turkey concluded that the public sector managers have a greater need for achievement than their counterparts in the private sector. Guyot (1961) compared middle managers in the federal government and in private industries regarding their need for achievement, affiliation and power. Results of his study also indicated that middle managers employed by federal government had a higher need for achievement than middle managers hired by private industries. Thus it is imperative that public sector comes up with measures to enhance and sustain the achievement motivation of its employees.

Another aspect on which a serious consideration is required and should be studied further specially for Public sector; Research has shown that low job satisfaction is often associated with a higher level of absenteeism and turnover, which in turn can reduce productivity at the organizational level. High job satisfaction, on the contrary, may lower employees' absenteeism and turnover rate, and increase their organizational citizenship behaviors, leading to enhanced overall organizational performance. Public sector employees have higher need for job security (Baldwin, 1990). This could result in lower turnover. Low turnover has its advantage for the organization in terms of reduced cost for hiring and training employees and can induce loyalty and commitment. However excessive low turnover may stifle opportunities for internal promotions, growth, infusion of new blood and thought into the system. It may thus result in reduced organizational performance. It can be inferred that with a stronger need for job security, public employees' turnover intentions are lower, which results in a lower level of turnover rate that dampens the public sector's productivity. Further when employees are dissatisfied, they think more of quitting their jobs. For public employees, dissatisfaction may stimulate less of an intention to quit because of their greater need for security. If those who are dissatisfied continue to stay on in their jobs, their low work motivation will decrease the overall performance of the organization.

**Conclusion**

Public Sector versus Private Sector, it can be said that both are equally important for any nation. A harmony between the two is required for any nation to prosper and grow. Job satisfaction results from the perception that one's job fulfills or allows the fulfillment of one's important job values. Thus, to redesign jobs, reward systems, and human resource management policies that will result in optimum job satisfaction and motivation managers need to know what employees value. This would lead to more work involvement and higher motivational level of employees. A satisfied and motivated worker is more likely to be creative and innovative.

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