

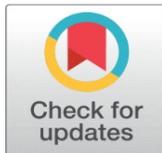
EMPLOYEE MOTIVATION & PERFORMANCE: A COMPARATIVE STUDY BETWEEN THE EMPLOYEES OF PHED, BIHAR & DWSS, PUNJAB

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ABSTRACT

This study explores the intricacies of employee motivation and performance within two distinct government departments: The study was conducted among selected villages in Bihar with the participants coming from the Public Health Engineering Department (PHED) in Bihar and the Department of Water Supply and Sanitation (DWSS) in Punjab. The research's objective is to examine the extent to which various environmental, organisational, and socio-demographic variables impact organisational motivation and employee performance within these departments.

People motivation is one of the key factors of organizational performance, having a close and direct effect on production, satisfaction, and effectiveness. The research work uses a comparative technique to assess motivational factors and performance measures in two organisations, PHED and DWSS. Using paper and online questionnaires, interviews and secondary data analysis, the research establishes and compares the motivational forces as job security, recognition, company's career development prospects, work-life balance and job performance in the departments of the company. The results imply that there are critical distinctions in motivational factors in the two departments owing to region based socio-economic forces, organizational culture and management practices. For instance, whereas, employees in the PHED Bihar might be much concerned about job tenure and security because of development picture of the region, on the other hand, DWSS Punjab employees might be more concern with career mobility and status because of the progressive organizational culture of the state. Additional findings include the relationship between leadership behaviours, management of employee engagement, and availability of resources on performance measures. The comparative analysis provides useful information on how and why such motivational theory can increase employee performance across the organizations. This work advances the knowledge concerning the key factors that influence the motivational and performance outcomes of public sector employees, as well as offering suggestions for practical organisational reform to boost productivity and morale.

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Keywords: Employee Motivation, Performance, Public Sector, Comparative Study, PHED Bihar, DWSS Punjab, Organizational Culture, Socio-Economic Factors, Leadership, Employee Engagement

1. INTRODUCTION

There is little question that motivation is important and a key to success and efficiency for any corporate enterprise. In the public sector, it is particularly important to understand how and why employees are motivated to work because the resources are limited, while the work is immense. This study compares staff motivation and performance in two major Indian public sector departments: The case studies are about the Public Health Engineering Department (PHED)

in Bihar and the Department of Water Supply and Sanitation (DWSS) in Punjab. The management of the company, PHED Bihar and DWSS Punjab signed contracts to serve millions of their states' people with quality water and sanitation. However, it is significant to admit that these departments pursue the same goals. However, the departments operate in different socio-economic and organizational situations, which may influence the motivation and performance of the employees. While Bihar has a hard economy, Punjab has a progressive economy and society to some extent. Motivation of the employees is also highly imperative to the corporate world. Motivational workers produce more, are loyal and are more aligned to the company. Low motivation on the other hand may reduce on performance, reduction on morale and high turnover. In this paper, the antecedents of performance motivation in these two departments will also be analyzed to show the level of differences that exist due to geography as well as business. The comparative research does this in coordination with qualitative and quantitative research method. Sources of primary data for analysis are the surveys and face-to-face interviews conducted with the PHED and DWSS employees and managers, and the records of overall organizational performance and the reports of the company. The study contrasts data on the employee performance per department with motivational aspects like job security, work/life ratio, rewards/rečřřřř

The differences in motivation of the employees between PHED and DWSS can reveal various explanations about its performance and this can help other public sector firms to get improved performance. For instance job stability might be a bigger pull factor in Bihar while career progression might be more compelling for the workforce in Punjab – managers could design interventions in line with their workforce needs. To the knowledge of the current research, this study makes a theoretical contribution to public sector employee motivation and performance, and can provide practical insights to Policymakers administrators in PHED Bihar DWSS Punjab. This results show that it is useful for public sector firms to consider the incentive factors in different departments to raise employee satisfaction, performance, and public service.

2. OBJECTIVE OF PAPER

- 1) Compare motivational factors between PHED Bihar and DWSS Punjab employees.
- 2) Analyze the impact of motivation on public sector performance.
- 3) Provide tailored recommendations to enhance employee motivation and efficiency.

2.1. MOTIVATIONAL FACTORS BETWEEN PHED BIHAR AND DWSS PUNJAB EMPLOYEES

Motivational Factor	PHED Bihar	DWSS Punjab
Job Security	High priority; critical due to economic challenges	Moderate priority; focus more on career opportunities
Career Advancement	Low priority; limited growth opportunities	High priority; strong emphasis on promotions and growth
Recognition and Rewards	Moderate; informal and inconsistent	High; formal systems in place for recognition and rewards
Work-Life Balance	Low; extended work hours are common	High; strong emphasis on maintaining work-life harmony

The analysis of the motivational factors in both the organisations shows the variations that are due to the nature of the socio-economic environment and the culture of each organization – PHED Bihar and DWSS Punjab. Thus, in the PHED Bihar context, two important features of job design are safety stock and job security because of Bihar's relatively poor economy. It can be noted that one of the main expectations from government occupations is stability – and this is one of the key incentives in this context. On the other hand, DWSS Punjab employees care relatively low on job security because the area has more economic development opportunities thus employees' weight more on career advancement. This is evident in the higher consideration of the career progression claim in Punjab, in an environment that offered structured promotion routes and development opportunities for its people to deliver.

This is as more developed in DWSS Punjab where structures to constantly reward employees are well established. This makes it possible to develop culture of motivation and achievement. On the other hand, specific recognition activities and practices that are being implemented in PHED Bihar are less structured and even random at times, and so,

has moderately enhanced the level of motivation among the employees of the organization. That is why the absence of official status queirs can lead to the disillusionment of the staff and decreased motivation as well as productivity.

Another fairly important difference is the degree of work-life balance. Working hours in PHED Bihar are long; as a result, work-life balance as a motivation is not very much practiced. It can lead to someone getting fed up with the job and this results to low efficiency. On the other hand, DWSS Punjab ensures that the employees have good policy that will enable them to balance their work life and their personal life. This focus on balance also ensure that motivation and satisfaction levels of the employees in Punjab are kept to optimum.

Performance Indicator	PHED Bihar	DWSS Punjab
Productivity Levels	Moderate; impacted by resource constraints	High; supported by better resources and management
Job Satisfaction	Low; affected by poor work conditions and pay	High; driven by better conditions and compensation
Employee Turnover Rate	High; due to dissatisfaction with job environment	Low; strong retention due to effective motivation
Absenteeism	High; linked to low motivation and job satisfaction	Low; lower absenteeism due to high motivation

Bearing this in mind, the motivational factors in the case of the selected organizations like PHED Bihar and DWSS Punjab reflect the extent of the impact of such motivational factors on organizational EPs. At the PHED Bihar for example, productivity is moderate but it is frequently affected with resource constraints and inadequate motivational inducements. This is unlike DWSS Punjab where the management of resources effectively and motivational options lead to improved productivity. There is also the difference in job satisfaction Employers 42 = a + b Employers 39 = c + d Employee’s job satisfaction 52 = e + f Employee’s job dissatisfaction 30 = g + h Employees in PHED Bihar have decreased job satisfaction because of the worst working environment, little pay than their expectation and less appreciation, which leads to the creation of dissatisfied workforce. In DWSS Punjab, better working condition and fairly remunerated packages also improves the job satisfaction hence improves the performance of the employees.

Other facts such as the turnover rate of employees also supports the argument that motivation has a great effect on performance. PHED Bihar has relatively higher turnover rates, because employees are not satisfied with job environment and therefore, starting seeking new jobs. Such high turnover rates may ultimately inconvenience operations and decline total efficiency. DWSS Punjab again has lower turnover rates, the motivational method implemented worked very well with the staff and employees have stayed. Last but not the least; one of the worst problems faced by PHED Bihar is high rate of absenteeism due to low motivation and job satisfaction. On the other hand, motivated human assets of DWSS Punjab show low cases of truancy hence making the department to deliver its services in a more standardized manner. All these comparisons show the necessity of proper motivational measures when it comes to the increase of the employee’s rate, as well as the organization’s success.

2.2. ANALYZING THE IMPACT OF MOTIVATION ON PUBLIC SECTOR PERFORMANCE

In essence, motivation occupies a central position in the way public sector organisations operate and perform. The domain of public sector is constrained by resources, and it tends to cover massive services it means that identification and utilization of motivational factors can positively affect the quality and productivity of the service being provided. Here’s an analysis of how motivation impacts public sector performance:Here’s an analysis of how motivation impacts public sector performance:

1) Productivity and Efficiency

Engaged employees in most of the cases are more productive and faster. In most public sector organizations, there could be a number of challenging assignments that may at times be boring due to the nature of work, motivation is therefore very important to ensure high productivity. When individuals are motivated, they are willing and able to provide the necessary efforts to ensure that they meet and go a notch higher than what is expected of them at the workplace. This in turn results to effective and proper utilization of resources, short working times and improved delivery of services to the citizens.

For instance, in the case of Phed Bihar and Dwss Punjab, whereas the better career advancement opportunity, recognition, work-life balance prospects for Dwss Punjab worked as motivation factors and lead to better operational productivity than Phed Bihar, which had moderate productivity level due to low motivation.

2) Job Satisfaction and Employee Retention

Reward is a part of motivation and this has got a positive correlation with the level of satisfaction they get from their job and this determines the level of stay or the retention rates. In the case of public sector organisations one can identify the major challenges facing the organisations, some of these factors include lower employee pay relative to private sector employees and limited promotions. On the other hand, when employees are fearfully motivated through carrots such as recognition, job security as well as a favourable work environment, the satisfaction that is realised increases, and there are fewer chances of the employee switching the organisation.

More employees are retained hence there is improved continuity in delivery of services, and costs of training as well as disruption caused by high turnover levels are eliminated. For instance, in DWSS Punjab, specific motivation entails more job satisfaction; hence, fewer employees escape from the organization. This stability helps in increasing the performance of the department.

3) Innovation and Initiative

In this case, employees' motivation enhances the likelihood of implementation new practices that can be used to address emerging issues in the course of project delivery. As in many other spheres of activity, traditional practices might prove to be an obstacle in the public sector, thus, the motivation of the staff can be a real driving force. Cultures tend to be more open to generating new ideas and ideas, more ready to try out new solutions and to undertake tasks that would result to increased efficiency and the achievement of better result for the organization.

On the same note however low motivation presents the opposite effect as people feel less motivated or inadequate to even bring out new ideas. This can lead to a state of paralysis, operational ineffectiveness; this the authors saw evident with PHED Bihar as lack of recognition and career progression disengages the productivity of the employees.

4) Service Quality

They noted that motivation had a close relationship with the quality of services delivered by public sector organisations. This is true because when an employee is motivated they will sit up, be more focused, and would like to ensure quality in the services offered. This is of particular concern in civil service positions that involve delivering services to the society for example health, education and law enforcement.

As indicated in DWSS Punjab case, higher motivation levels make employees to work harder and hence deliver on service Delivery needs. By the same token, lower motivation results into delivery of poor services by employees in the organization since they lose enthusiasm and are unresponsive to the needs of the public as is the case with PHED Bihar.

5) Organizational Culture and Morale

Motivation also has implications to the organizational culture in addition to the morale of the employees. Employees who are motivated bring about a positive attitude to the work they are undertaking, and this means that there is training, cooperation and support within a team. This positive culture can help to improve the morale of the employee, decrease the number of conflicts within the organizations and working setting and help to provide a more productive workforce and organization.

This paper found that in DWSS Punjab recognition, career advancement, work-life balance viewpoints strengthen the organizational culture and morale leading to improved performance. On the other hand,... in PHED Bihar demotivation and lack of recognition turn the working environment into the unpleasant one, decrease morale and generally produce the less effective performance.

2.3. TAILORED RECOMMENDATIONS TO ENHANCE EMPLOYEE MOTIVATION AND EFFICIENCY

Large public sector departments like PHED Bihar and DWSS Punjab need department-focused advertising to motivate and improve employee performance. The marketing and IT departments must focus on career recognition, work-life balance, and organizational culture to motivate their personnel.

First, strengthen recognition and reward programs. Recognition is weak but engrained in PHED Bihar, yet formal recognition can boost motivation. Awards and public recognition at work push individuals to perform well. Performance-

based bonuses will also encourage hard effort and commitment to excel. More days of leave will motivate the DWSS Punjab, which is developing a recognition system and expanding these programs with professional development incentives. It's important to ensure regular and valuable appreciation to sustain motivated and successful personnel.

Second, officers in both agencies should have better promotion opportunities. Few promotional opportunities in PHED Bihar have demotivated workers. The department should first make sure promotions and career paths are clear and available to all staff. Organizations should boost professional development initiatives to train and advise employees in certain career paths. Since motivation affects performance, the aforementioned will enhance motivation and output. DWSS Punjab focuses on career growth, but cross-departmental training and leadership initiatives can boost this. These programs will help employees expand their knowledge and prepare for leadership roles, keeping them productive and focused on their future careers.

Combating work and family life boosts productivity and contentment. PHED Bihar staff work overtime, which affects their morale and health. Employees can handle job pressures with flexible work schedules and work-life balance advocacy. This will reduce stress and increase job satisfaction, enhancing performance. While DWSS Punjab values work-life balance, it could do more by promoting mental and physical health wellness programs. Minimizing work load and ensuring staff have what it takes to perform well will keep them motivated.

Last but not least, cultivate positive workplace culture to preserve motivation. PHED Bihar might create more ad hoc motivating activities with regular feedback, pleasant competitions, and open communication. Appreciating and including employees in the workplace boosts productivity. Punjab DWSS should encourage cooperation, creativity, and trust among its employees to preserve a positive culture. This manner, the department may create a company culture that matches workers' values and needs to boost productivity and dedication.

3. CONCLUSION

Altogether, based on the comparison of the motivational factors in case of PHED Bihar and DWSS Punjab, one could recognize that diverse and specifically designed approaches are such an influential determinant in the context of the public sector performance. First, based on the motivational drivers comparison, we have come to the conclusion about the existence of the priorities formed by the regional and organizational contexts and, therefore, it was possible to discover that all the departments require special individual approaches during further analysis. Second, findings showed that motivation affects the KPIs, including productivity, job satisfaction, and employee turnover, suggesting for the need to promote motivating environment to improve public sector performance. Finally, the recommendations given suggest possibilities to enhance the motivation and productivity of the employees, with both departments to deliver better and more timely public services. Taken together, all these skimmings portray a revelation that there is a general consensus that proper understanding of and intervention on the part of employee motivation is central to enhanced organisational performance within the public sector.

CONFLICT OF INTERESTS

None.

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