E-ISSN: 1115 - 8530 P-ISSN: 3026-8958
MPRI-JFRBD | INTERNATIONAL JOURNAL OF FINANCIAL RES. AND BUSINESS DEVELOPMENT
VOL. 04 NO. 7 – APRIL, 2024

THE COMPARATIVE ANALYSIS OF EMPLOYEES JOB SATISFACTION AND MOTIVATIONAL FACTORS IN PUBLIC VS PRIVATE ORGANIZATION IN SOUTH EAST

ONYENZE UZODIMMA VITALIS
Department of Management, Faculty of Management Sciences, Imo State University, Owerri, Imo State, Nigeria.

Abstract

This study is a comparative analysis of employee's job satisfaction and motivational factors in public vs private organization in south east. Four research objective, research questions and hypotheses were formulated. This is to ensure that the study examined the level of relation between the variables of motivational factors which are job security and fair compensation and the variables of employee job satisfaction which are turnover rate and absenteeism. In achieving this data were generated from the primary source as the questionnaire was the major instrument used to generate the data. The researcher used correlation analysis method which includes Spearman Rank correlation coefficient statistical technique to test the research hypotheses. The purpose of correlation analysis was to find out the significant relationship of the independent variables on dependent variables and how the independent variables may predict the dependent variables respectively. Statistical packages such as Statistical Packages for Social Sciences (SPSS 25) and was employed for analyzing the data. The findings showed that there is a significant relationship between motivational factors and employee job satisfaction in both private and public organizations. Based on the findings, the study recommends among others that management of these organizations should intensify more effort towards provision of fair compensation in private organization as it enhances their job satisfaction.

Keywords: Job Satisfaction, Motivation, Employee, Compensation, Job Security, Absenteeism and Turnover Rate.

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

Introduction

Employment in the public sector provides greater job security, superior benefits, and job stability than employment in the private sector. Public employment is frequently permanent, and benefits and pay can be transferred easily across roles. However, employment in the private sector offers more flexibility, income increases, and a range of job descriptions. Unlike commercial organizations, public agencies are not impacted by market forces. According to Central Michigan University (2023), public administration carries out governmental tasks that aid individuals, maintain infrastructure, and otherwise advance the best interests of the general public since it entails the institution, integration, application, and monitoring of policies and programs developed by a government organization. The private business sector, often for-profit and non-political, is governed by public administration.

Studying job satisfaction and motivation within the sphere of public and private administrative domains is important for several reasons. By conducting a comparative analysis, researcher and practitioners can gain insights into the similarities and differences between these two sectors, which can inform policies, practices and interventions aimed at improving employee well-being and organizational performance. Job satisfaction and motivation are crucial factors that contribute to employees' overall well-being and quality of life. Understanding how these factors differ between public and private administrative domains can help identify areas of improvement and develop strategies to enhance employee satisfaction and motivation.

Employees in both sectors may differ in job satisfaction and motivation, with public administration employees motivated by the common good and recognition, discrimination, and external relations being top explanatory factors (Bojadjiev et al, 2015). Government employees are frequently said to prefer particular workplace characteristics, which may have an impact on their job happiness. Taylor and Westover (2011) posited that government employees are more driven by the intrinsic components of their employment, such as an exciting job, and less by the irrelevant characteristics, like high compensation, compared to their counterparts in the private sector. Private businesses, driven by profit, understand the value of human resources and their potential within organizations. They use financial resources to provide benefits, invest in training, and inspire their workforce. Management should focus on boosting employee happiness and motivation (Matei and Fataciune, 2016).

Job evaluations can lead to a pleasant emotional state known as job satisfaction, encompassing both emotive and cognitive components. Recent academics have expanded this to include ideas, emotional experiences, and evaluative judgments (Kocman & Weber, 2016). On the other hand, Diefendorff et al (2022) asserted that work motivation is a crucial aspect of industrial/ organizational psychology, influencing attitudes, emotions, well-being, behavior, and performance. It involves understanding objectives, setting and striving goals, which reflect desired outcomes. Goal setting

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

involves choosing a goal based on its viability and attractiveness, while striving involves actively participating in goal pursuit. Job satisfaction and work motivation will be reviewed by comparing the two variables in the aspect of public and private administration.

In relation, the purpose of this research is to contribute to decreasing the existing research gap in the determinants of job satisfaction among employees. Subsequently, the study aims to conduct a comparative analysis of public and private administration through the lens of job satisfaction and work motivation. By conducting this, an adopted scale will be employed which are Job Satisfaction Scale of Spector P.E (1994) and the Motivation at Work Scale (MAWS). The study may contribute to the growing literature concerning the job satisfaction and work motivation of employees and suggest significant programs that may improve these factors. Thomas (2023) opines that various motivational factors contribute to employee job satisfaction, creating a positive work environment and enhancing individual well-being. When employees feel acknowledged and appreciated for their contributions and achievements, it can significantly boost their morale and job satisfaction. Recognition can come in various forms, including praise, awards, bonuses, and advancement opportunities.

Balancing work responsibilities with personal life is crucial for employee well-being and job satisfaction. Offering flexible work arrangements, remote work options, and adequate time off helps employees maintain a healthy work-life balance, reducing stress and increasing satisfaction. Fair and competitive compensation, along with additional benefits such as healthcare, retirement plans, and wellness programs, are essential for employee satisfaction. Recognizing and rewarding employees with fair pay and benefits contribute to job satisfaction and retention.

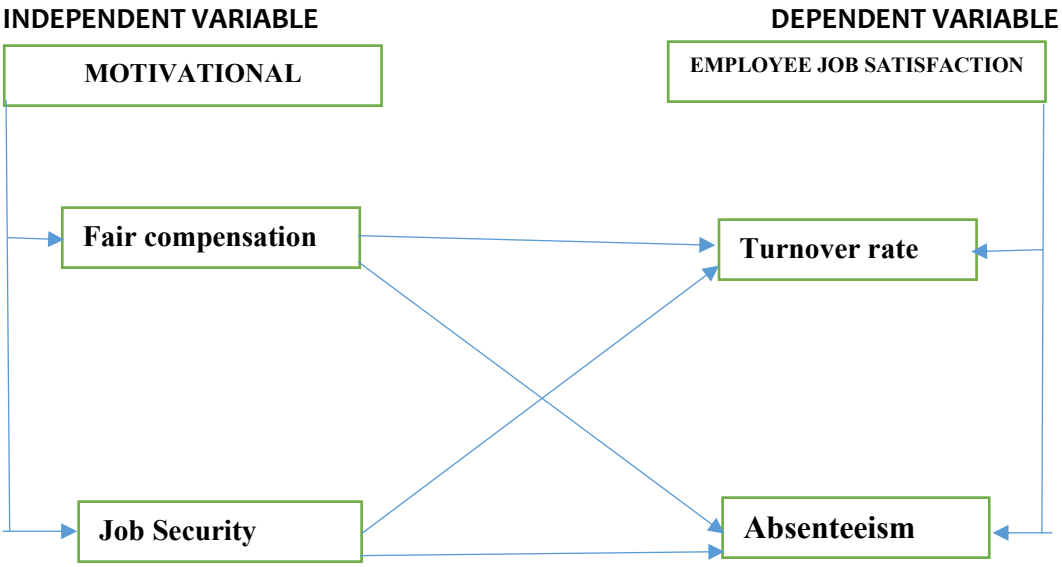
A positive work culture that promotes teamwork, collaboration, respect, and inclusivity fosters high job satisfaction. A supportive and engaging work environment where employees feel valued, respected, and connected to their colleagues enhances overall job satisfaction. Ensuring job security, stability, and a supportive work environment where employees feel valued and respected promote job satisfaction. A sense of stability and confidence in future opportunities within the organization can lead to higher levels of job satisfaction. By focusing on these motivational factors, organizations can create a positive work environment that fosters employee engagement, satisfaction, and overall well-being. Recognizing and addressing these factors can lead to a more motivated, productive, and satisfied workforce (Thomas, 2023).

STATEMENT OF THE PROBLEM

Employee job satisfaction is a critical factor in organizational performance and employee retention. Motivational factors play a significant role in shaping job satisfaction levels among employees. However, there is a gap in understanding the specific motivational factors that have the most significant impact on employee job satisfaction within

organizations. Most empirical evidence have examined other motivational factors that brings about job satisfaction in other sectors and not within the context of this study. This study however examines those motivational factors that bring about employee job satisfaction in both the private and public sectors within south east.

Operational Conceptual Framework



Source: Researchers Concept 2024

OBJECTIVES OF THE STUDY

The main objective of this study is to the comparative analysis of employee's job satisfaction and motivational factors in public vs private organization in south east. Specific objectives include;

1. examine the relationship between fair compensation and employee turnover rate in private organization.
2. determine the relationship between fair compensation and employee absenteeism in public organization.
3. ascertain the nexus between job security and employee absenteeism in private organization
4. examine the nexus between job security and employee turnover rate in public organization.

RESEARCH QUESTIONS

1. What is the relationship between fair compensation and employee turnover rate in private organization?
2. To what extent is the relationship between fair compensation and employee absenteeism in public organization?

3. What is the nexus between job security and employee absenteeism in private organization?
4. To what extent is the nexus between job security and employee turnover rate in public organization?

HYPOTHESES

1. There is no significant relationship between fair compensation and employee turnover rate in private organization.
2. There is no significant relationship between fair compensation and employee absenteeism in public organization.
3. There is no significant nexus between job security and employee absenteeism in private organization.
4. There is no significant nexus between job security and employee turnover rate in public organization.

SCOPE OF THE STUDY

The scope of this study is examined based in the content, geographic and unit scope. The concept scope examines the comparative analysis of employee's job satisfaction and motivational factors in public vs private organization in south east. The geographic scope is in south east Nigeria. The private organizations are the breweries firms in south east which are located in Imo, Abia, Anambra and Enugu States, while the public organizations are the selected state universities across the south east which include, Imo State University (IMSU), Abia State University (ABSU), Igboariam University in Anambra State, Enugu State University (ESUTH) and Ebonyi State University (EBSU). The unit scope are the staff of the selected organizations.

CONCEPTUAL REVIEW

Job Satisfaction

According to BasuMallick (2021), job satisfaction is an unquantifiable metric that measures the positive emotional response experienced during work. It varies among employees and organizations are now using job satisfaction surveys. To ensure employee satisfaction, a multidimensional approach should be taken, considering factors such as the challenging nature of work, convenience, regular appreciation from management and the organization, competitive pay, and career progression aligned with personal growth targets. This approach ensures that employees feel good about their job and contributes to overall job satisfaction. Bourne (2023) posited that job satisfaction is a complex concept that involves a combination of psychological, physiological, and environmental factors. It can be determined by personal intuition and circumstances, such as salary or a supportive team. A study by Dobrow, Ganzach, and Liu (2018) found that people who stayed in the same organization over time became less satisfied, while those who moved

to different organizations became happier. Job satisfaction is a set of favorable or unfavorable feelings and emotions with which employees view their work. Understanding the factors that contribute to job satisfaction is crucial for determining the right job for individuals.

Job satisfaction also has an impact on employee engagement, productivity, and motivation. The likelihood of productivity and motivation to produce the finest work is higher among employees who enjoy their employment. Furthermore, job happiness can lead to increased levels of employee engagement, which can result in improved customer service and organizational success. It is critical to examine what employees' value in their professions and endeavor to deliver those things in order to have a satisfied workforce. Furthermore, firms should attempt to create an enjoyable work atmosphere in which employees feel supported and valued (Pelago Health, 2023). In the statistics of Brower (2023), job satisfaction is at its peak in 36 years, nearly 20 points higher than its lowest levels in 2010. This data suggests optimism despite the challenges faced by the workforce, such as layoffs and decreased motivation. Job satisfaction drives positive results for people and companies, providing insights into factors that create engagement, motivation, happiness, effort, outcomes, and a great work experience. Higher job satisfaction predicts employee retention, customer loyalty, and financial outcomes for companies. Additionally, it improves loyalty, ownership, commitment, effectiveness efficiency, and productivity. Furthermore, job satisfaction boosts motivation and energy levels, and positively impacts moods at home.

The major mission of the public sector is to provide residents and organizations with vital public products and services, with service being this sector's function and one of the most critical tasks in serving governments. Employees in the public sector play important roles in carrying out the primary task, so it is critical to investigate their work attitudes and actions. According to the literature, work attitudes, behavior, and performance are not just related to persons or organizations, but also to the relationship between individuals and organizations (Lu & Chen, 2022). Job satisfaction measures how satisfied employees are with their occupations and the environment in which they work. There are numerous things that influence an employee's satisfaction. Job satisfaction varies by the employee; some may see a high salary as providing job satisfaction, while others may see job satisfaction as being achieved through the availability of training and education opportunities, and still, others may focus on the psychological aspect of the job (Alrefaei, 2020). Because job happiness has a direct and positive relationship with job performance, it may be a crucial precondition for providing high-quality public services to residents.

According to Thant and Chang (2020), employees who are content with their occupations are more likely to commit to their organization, perform better, engage in corporate citizenship behaviors, are more likely to stay, and are less likely to quit. Academics from a range of fields, such as psychology, sociology, economics, and management sciences are interested in the topic of job satisfaction. Job satisfaction has been stressed in numerous

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

researches in public administration. Government employees' job happiness may be influenced by their motivation, work choices, country cultures, and geographical variances. Furthermore, the "socio- normative, economic, political, demographic, and technological" environments in which people live have an impact on their motivation. According to Candelarioa et al. (2020), employees who are satisfied with their jobs are more loyal to their organization and perform well. High job satisfaction levels are linked to pro-social behavior, which helps employees and the organization benefit. Conversely, dissatisfied employees with negative behavior can lead to poor service, destructive rumors, and theft, which can result in absenteeism and high turnover. The government setting emphasizes public service, leading to increased expectations for public servants and demands for excellence.

Work Motivation

According to Cal and Galindo (2023), motivation is the driving force that propels us toward something we require or are interested in. It could be as simple as a dry throat prompting you to reach for a glass of water to quench your thirst. It may be as significant as committing to an Ironman with a friend, which motivates you to swim in the bay before dawn every day. In this sense, motivation is a driving force that propels us to take action and see things through to completion. When we have a goal that we care about, motivation is how we get things done. That sounds rational and simple, but we are also very skilled at losing motivation, even when we are aware that we require something. Perkbox (2020) emphasized that low work motivation can lead to slower work, avoiding tasks, and unfocused employees, wasting resources and hindering the company's productivity. On the other hand, motivated employees are enthusiastic, driven, and take pride in their work. Staff motivation is crucial for a company's success, as a drop could negatively impact revenue and output.

In relation, Ciobanu et al. (2019) posit that public service motivation (PSM) is a complex concept in public personnel management and administration that influences employee performance. It is influenced by intrinsic motivating elements such as accountability, autonomy, and fairness. The work environment's ability to motivate employees depends on the diversity of tasks and the importance of the work. Employees who are interested in their work commit to doing their jobs well and completing assignments on time. Employee effectiveness is directly correlated with employee engagement, which includes job satisfaction, involvement in organizational affairs, and commitment. Engaged employees put in extra effort to help the organization succeed and connect their competencies with corporate objectives. For employees with higher emotional intelligence, the influence of PSM on self-assessed service quality has a longer-lasting effect. Human resource practices are vital in forming and fostering PSM to create a supportive workplace, increase employee engagement, and ensure the achievement of

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

corporate objectives. Additionally, Cornejo (2019) asserts that employees in the public sector play a crucial role in the provision and upkeep of services in local communities.

There are several reasons why people choose to work in the public sector. At the federal, state, and municipal levels of government, there are internal and external incentives to work there. As a result, it is the duty of the public-sector management to guarantee the provision of services to the public and to sustain staff motivation. Managers in the public sector must discover both internal and external motivators for their workforce in order to inspire and motivate them. Leadership shapes an organization's culture and has a big influence on how motivated employees are. Regardless of the motivation to serve, a public-sector manager can use employee motivation to create contented and enthusiastic employees. Leadership sets the tone for the organization and can ignite the internal mechanism to direct employees' skill sets and develop the basis for work. A public sector manager gives employees the freedom and motivation they need to apply their abilities to accomplish the organization's goal. Various motivational factors contribute to employee job satisfaction, creating a positive work environment and enhancing individual well-being.

Basic Key Motivational Factors that can Lead to Increased Job Satisfaction

Here are some key motivational factors that can lead to increased job satisfaction among employees:

1. **Recognition and appreciation:** When employees feel acknowledged and appreciated for their contributions and achievements, it can significantly boost their morale and job satisfaction. Recognition can come in various forms, including praise, awards, bonuses, and advancement opportunities.
2. **Opportunities for growth and development:** Employees value opportunities for learning, growth, and advancement in their careers. Providing access to training programs, skill development initiatives, mentorship, and career progression pathways can increase job satisfaction and motivation.
3. **Supportive management and leadership:** Strong leadership that provides guidance, support, and open communication fosters a positive work environment. Employees appreciate managers who listen to their concerns, provide feedback, and offer guidance, leading to higher job satisfaction levels.
4. **Work-life balance:** Balancing work responsibilities with personal life is crucial for employee well-being and job satisfaction. Offering flexible work arrangements, remote work options, and adequate time off helps employees maintain a healthy work-life balance, reducing stress and increasing satisfaction.
5. **Autonomy and empowerment:** Employees value autonomy in their work, enabling them to make decisions, exercise creativity, and take ownership of their tasks. Empowering employees to have control over their work processes and outcomes can enhance job satisfaction and motivation.

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

6. **Fair compensation and benefits:** Fair and competitive compensation, along with additional benefits such as healthcare, retirement plans, and wellness programs, are essential for employee satisfaction. Recognizing and rewarding employees with fair pay and benefits contribute to job satisfaction and retention.
7. **Positive work environment:** A positive work culture that promotes teamwork, collaboration, respect, and inclusivity fosters high job satisfaction. Asupportive and engaging work environment where employees feel valued, respected, and connected to their colleagues enhances overall job satisfaction.
8. **Challenging and meaningful work:** Employees are motivated by challenging tasks that allow them to use their skills, creativity, and expertise. Providing meaningful work that aligns with their interests and values can increase job satisfaction and engagement.
9. **Clear communication and feedback:** Open and transparent communication, along with constructive feedback, are vital for employee satisfaction. Regular communication about goals, expectations, performance, and opportunities for improvement creates a supportive and engaging work environment.
10. **Job security and stability:** Ensuring job security, stability, and a supportive work environment where employees feel valued and respected promote job satisfaction. A sense of stability and confidence in future opportunities within the organization can lead to higher levels of job satisfaction.

By focusing on these motivational factors, organizations can create a positive work environment that fosters employee engagement, satisfaction, and overall well-being. Recognizing and addressing these factors can lead to a more motivated, productive, and satisfied workforce.

Significant Difference among Public and Private Administration through Job Satisfaction and Work Motivation

The study will provide a comparative analysis between public and private administration through understanding its job satisfaction and work motivation. This section includes job satisfaction of public and private administration as well as the work motivation of both private and public administration.

1. **Job satisfaction of public and private administration:** Public administration is primarily funded by taxpayers and operates under the purview of governmental bodies, while private administration is funded by shareholders and investors. Public administration is accountable to the public and subject to political influences, while private administration is accountable to shareholders and influenced by market competition. It typically has a hierarchical structure with a defined chain of command, while private administration may have a more flexible organizational structure. Decision-making in public administration can be slow and bureaucratic, while private

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

administration can make decisions more swiftly. Public administration places a strong emphasis on equity, social welfare, and public goods, while private administration prioritizes profitability and shareholder value. It is subject to greater transparency and public scrutiny, often involves complex budgeting processes and resource allocation. Public administration operates in the public domain, while private administration operates in the marketplace.

2. **Work motivation of public and private administration:** Research on motivation and organizational behavior in public and private sectors has yielded mixed results. Public sector employees and management are more motivated by financial rewards, job content, career development opportunities, a supportive atmosphere, and respect for private life. However, public servants are less motivated by financial rewards, as they are perceived to pay more for comparable jobs. Civil servants are more motivated by other benefits and incentives. Rewards and benefits received from employers/organizations vary between public and private sectors. Private sector employees' value high salaries significantly more than public sector employees, and public organizations are often perceived to offer lower salaries and fewer pay raises. Public sector people prioritize a stable and secure future, while private sector people prioritize high salaries. Jacobsen (2021) posits that there are many empirical studies on the motivating differences between the public and private sectors, but they frequently begin with a binary opposition. Extrinsic, intrinsic, and prosocial motivation are three widely accepted theories of motivation that are used to examine whether managers in hybrid companies have different motivating priorities from those in "purer" public and private firms.

Additionally, Johnson (2020) asserts that work motivation in the public sector is influenced by various factors, including organizational commitment, intrinsic values, pay, job security, and work -life balance. Research has shown that public employees demonstrate lower organizational commitment than private employees, which may be due to public management's focus on processes rather than outcomes and the belief that their goals and values are compatible with the organization. The level of organizational commitment also impacts the relationship between work effort and sector switch, with the public sector often exerting the least effort. This minimal level of effort expended by public servants holds true regardless of whether the government personnel started in the public sector or switched from private to public. Intinsic values, such as intellectual stimulation, creativity, and challenge, can be impacted by the job content, as government employees generally do not experience growth in skills and often lack the feedback and responsibilities needed to fulfill the personal need for professional growth.

Training, Programs, and Seminars that will Increase the Level of Job Satisfaction

In the global market, organizations confront a variety of difficulties related to labor, technology, and economics, according to Huang (2020). Organizations must use training

as a key tactic to acquire a competitive advantage. Employees' knowledge, skills, and capacities are developed via training, turning them into useful resources. This activity influences employee attitudes, which in turn affect how well employees execute their jobs. It also enhances corporate performance. Job satisfaction is a key job attitude that influences employees' behaviors and has a high correlation with other affective outcomes including learning motivation, turnover rate, and firm performance. Job satisfaction is described as a pleasant emotional state brought on by job assessment. DeLeon (2022) posits that various activities and organizational improvements can dramatically increase job satisfaction. Offering competitive pay and benefits, developing a climate of openness and feedback, stepping up employee recognition programs, offering plenty of training and career development opportunities, demonstrating your concern for employees' well-being, and fostering workplace relationships are six ways to increase employee job satisfaction.

Companies should make sure that present employees are paid well enough to keep them and that they receive adequate benefits to suit their demands. Companies should develop an action plan to adopt feedback and be open about the organization's development since employees want to feel heard and appreciated. A recent LinkedIn Learning survey revealed that 94% of employees would stay at a firm longer if it invested in their career development, therefore organizations must additionally provide plenty of training and professional development options. Offering management and leadership development programs can position existing workers for progression and assist fuel the talent stream. Last but not least, businesses could promote workplace connections by introducing games or activities, including ping-pong tables and corporate barbecues, as well as by fostering personal interaction through team lunches, coffee runs, and happy hours.

Training and development are essential for firms to be competitive and keep their market share in today's highly competitive business climate. To maintain their competitiveness and provide their clients with the greatest services, organizations must constantly develop new strategies. Employees that want to stay competitive must regularly refresh their abilities. Organizations must offer ways for employees to advance through training and development programs if they are to gain a competitive advantage and produce the greatest results. These initiatives not only boost workers' abilities but also their productivity, drive, and job happiness. According to Chaudhary and Bhaskar (2016), training is the methodical development of the information, abilities, and attitudes needed for a person to perform well in a certain work or career.

Training, Programs and Seminars that will Increase the Level of Work Motivation

According to Tanner (2019), employee self-worth in the workplace may be raised by understanding and inspiring them. Employee motivation is boosted with training that explains how their job fits into the company's structure, mission, and objectives. Core skill instruction, however, could not be the same as motivating training. Employees frequently

have a greater understanding of how to increase productivity than managers do, but they may not have access to the resources or training necessary to realize their full potential. Training may enhance job quality and results, particularly for teams and departments, which can raise pleasure, enthusiasm, and self-worth. Human resources must spend money on training and development opportunities. Businesses should exhibit succession planning, dedication to training and development, and sustained dedication to employee career advancement.

By encouraging employees to shape their learning and development to fit organizational objectives, self-worth development may foster connection, loyalty, and passion in the workplace, which fosters an environment that is conducive to learning and growth. Seminars will help address the problem of insufficient management training by focusing on inspiring and developing staff for better performance. It provides useful, simple methods for motivating staff members, such as "positive accountability," which nudges staff members to take ownership of their work. In order to hold staff members proactively responsible, engage them in responsibility for improved performance, and empower them to be more productive, the session builds management communication, coaching, and mentoring abilities. The interactive program leads managers through key areas to inspire employees and establish employee development plans that may be customized for each person. Managers learn to manage and inspire their staff more effectively by developing their verbal and listening communication skills rather than making assumptions.

THEORETICAL FRAMEWORK

Frederick Herzberg's Motivation-Hygiene Theory

The Motivator-Hygiene theory (MHT), also known as the Two-Factor theory or the Satisfier-Dissatisfier theory, suggests two types of needs: motivator and hygiene. The former refers to the nature of the task as well as the level of performance and responsibility, whereas the latter refers to work environment factors such as remuneration and supervision. Job happiness is produced by motivator needs, while job discontent is produced by hygiene needs if working conditions are poor. However, even if working circumstances are excellent, hygiene requirements cannot result in employment happiness (KnowledgeBrief, 2022). Frederick Herzberg and his colleagues developed the motivation-hygiene theory in their book, Motivation to Work. They concluded that satisfaction and dissatisfaction cannot be measured on the same continuum and conducted studies to determine factors in work environments causing satisfaction or dissatisfaction.

Herzberg identified two factors that can add or detract from job satisfaction: hygiene and motivation. Hygiene factors are related to the need to avoid unpleasantness, while motivation factors lead to job satisfaction due to the individual's need for self-growth and self- actualization. Herzberg's theory suggests that job satisfaction and dissatisfaction

exist on different continuums, with certain factors being more important than others depending on personal and professional contexts. The theory explores the impact of fourteen factors on job satisfaction and dissatisfaction. Specifically, hygiene factors are essential job factors that contribute to employee motivation and long-term satisfaction. They are extrinsic to work and should be adequate and reasonable to avoid dissatisfaction. These factors include pay, company policies, fringe benefits, physical working conditions, status, interpersonal relations, and job security.

Appropriate pay, fair policies, fringe benefits, safe, clean, and hygienic working conditions, updated equipment, familiarity with the organization, and acceptable interpersonal relationsare all crucial for a positive work environment. On the other hand, Herzberg identifiesmotivational factors as intrinsically rewarding and intrinsically rewarding, which are inherentto work. These factors include recognition, a sense of achievement, growth and promotionalopportunities, responsibility, and the meaningfulness of the work. Managers should recognizeemployees' accomplishments, provide growth and promotion opportunities, and ensure theyhold themselves accountable while minimizing control. These factors contribute to employeesatisfaction and performance.

In this regard, the study intends to undertake a comparative comparison of publicand private administration in terms of job satisfaction and motivation at work. This theory will be put into practice in order to uncover the factors that influence job satisfaction and motivation. Furthermore, the researcher plans to investigate the factors of motivation-hygiene theory and how they differ between the public and private sectors. Finally, the theory will be very useful in implementing the suggested seminars, training, and other programs that may boost employee job satisfaction and motivation in both private and public administrations.

EMPIRICAL REVIEW

Angeli, Jovelyn, Rhea and Marmelo, (2023) determined job satisfaction among employees by comparing public and private administration through the lens of job satisfaction and work motivation. A total of ninety (90) employees were selected to participate in the study; of these, forty-five (45) came from the public and forty-five (45) from the private sector. The study will use the Job Satisfaction Scale of Spector P.E (1994) and the Motivation at Work Scale (MAWS) to analyze these factors. The study used a descriptive-comparative research design and employed T-test to analyze the data. The finding revealed high job satisfaction among employees in public and private administration, influenced by co-worker interaction and factors like salary and supportive team. In private administration, satisfaction is higher due to fair pay and motivation. Public sector employees are less motivated by financial rewards, while private sector employees prioritize high salaries. The researchers proposed different trainings to increase the job satisfaction and work motivation of employees from both public and private sectors.

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

GAP IN LITERATURE

Understanding the relationship between motivational factors and employee job satisfaction is essential for organizations seeking to enhance employee engagement, retention, and productivity. By identifying and addressing key motivational factors that drive job satisfaction, organizations can create a positive work environment that fosters employee well-being, commitment, and performance. This study intends to fill the gap in the existing literature by providing insights into the specific motivational factors that have the most significant impact on employee job satisfaction and how organizations can leverage these factors to improve overall organizational effectiveness.

METHODOLOGY

Research Design

The researcher adopted the survey methods of research which involves the use of such tools as personal interviews, questionnaire and observations. The researcher used the instrument of interview to confirm the answers and/or responses that were given by the respondents in the questionnaire. The use of interview helped to confirm the observations that the researcher consciously made in the course of the conduct of the study.

Population of the Study

The population of the study comprises of the management and staff of Nigerian Breweries Plc., with a staff strength of 228; Guinness Nigeria Plc., with a staff strength of 190; International Breweries Plc, Imo State with a staff strength of 76 and State Universities in South East with a staff strength of 256 and the total population for the study is therefore 750. The characteristics of the population are as follows:

Table 3.1: Characteristics of the Study Population.

STUDY FIRMS	STAFF POPULATION
Nigerian Breweries Plc, Enugu.	228
Guinness Nigeria` Plc brewed at Dubic Breweries, Aba	190
State Universities in South East	256
Consolidated Breweries Plc, Imo State	76
Total	750

Source: From the Study Firms (2024).

Sample Size Determination

In calculating the sample size for this study, the researcher applied Taro Yamane's formula as stated by Alugbuo (2002). After the sample size has been calculated, this value was allocated proportionately to the organizations depending on the proportion of the entire population (Alugbuo, Umeaka and Eriama, 2013). In determining the sample size, Taro Yamane's formula is applied as follows:

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size

N = number of items in the universe or population

e^2 = square of maximum allowance for sampling error or level of significance.

For the purpose of this research, the sample size is:

Substituting the value into this formula, we have

$$n = \frac{750}{1 + 750(0.05)^2}$$

$$n = \frac{750}{2.875} = 260.87 \cong 261$$

Our sample size is therefore 261 management staff.

Table 3.2: Selected Brewing Firm for the Study and Universities and their sample sizes according to proportional allocation.

STUDY FIRMS	STAFF POPULATION	SAMPLE SIZE PROPORTION (k)
Nigerian Breweries Plc, Enugu.	228	79
Guinness Nigeria Plc brewed at Dubic Breweries, Aba	190	66
State Universities in South East	256	89
International Breweries Plc, Imo State Depot	76	26
Total	750	261

Sampling Techniques

The researcher used quota sampling non-probability sampling techniques in the study. This is a method that insure a certain number of sample units from different categories with specific characteristics appear in the sample so that all these features are represented. In this method the researcher interviews as many people in each category of study unit as he can find until he has filled his quota (Ukaga, Eriama-Joseph, Nwachukwu and Ajero, 2013). In this study, the researcher concentrated on the management staffs only. Non-probability sampling is also used in a research that follows quantitative, qualitative and mixed methods. Coupled to the foregoing, it is cheaper and easier to embark on non-probability sampling.

Instrument for Data Collection

The instrument for data collection for the study is a structured questionnaire. The Questionnaire was titled strategic talent management and employee innovativeness. The Questionnaire comprised of two sections A and B. Section A contains questions on the

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

Demographic data of the respondents while section B contains questions based on the objectives of the study. The Questionnaire was structured in Likert format. Strongly Agree (SA), Agree (A), Strongly Disagree (SD), Disagree (D).

Validity of Research Instrument

The instrument used for this work was made valid and accurate. The questionnaire's validity was determined by the fact that the questions and items in the questionnaire was strictly on the topic under study namely the comparative analysis of employee's job satisfaction and motivational factors in public vs private organization in south east. This was for the purpose of achieving content validity. The questionnaire was subjected to supervisors' corrections so as to achieve face validity. The researcher also showed the instrument to some experts for their inputs.

Reliability of Research Instrument

Reliability is the degree of consistency with which an instrument measures what it claims to measure. In measuring the reliability, the researcher carried out a test of the questionnaire using a group of respondents other than those being studied. A test-re-test method was adopted for this study. Cronbach alpha coefficient of reliability was used to determine consistency of the instrument. A coefficient of 0.682 was obtained which shows that the instrument is reliable.

Methods of Data Analysis

The researcher used correlation analysis method which includes Spearman Rank correlation coefficient statistical technique to test the research hypotheses. The purpose of correlation analysis was to find out the significant relationship of the independent variables on dependent variables and how the independent variables may predict the dependent variables respectively. Statistical packages such as Statistical Packages for Social Sciences (SPSS 25) and was employed for analyzing the data. At the end, the outcomes of the data collated were expressed under the discussion of findings.

Decision Rule for Hypotheses

The rejection of the null hypothesis was based on the P-value as the null hypothesis was rejected if p-value<0.05.

DATA PRESENTATION AND ANALYSIS

Questionnaire Distribution/Response Rate

Table 4.1 and Figure 4.1 show the total number of questionnaire distributed, number returned, number not returned and number correctly filled. A total 261 copies of questionnaire were distributed, 250 copies were collected, and out of the number collected, 6 being 2.4% were wrongly filled. These mainly involved incomplete filling of

the questionnaire items which made it impossible to be used. The copies of questionnaire that were not returned were 11 constituting 4.2%. The analysis was based on 244 usable which represent 93.4% of distributed copies of questionnaire. The rate of return is good enough for the study. The response rate per Brewing Firms and state universities are presented in the subsequent charts.

Table 4.1: Questionnaire Distribution/Response Rate.

Questionnaire	Number	Percentage %
Correctly filled and collected	244	93.4
Collected but wrongly filled	6	2.4
Not Returned	11	4.2
Total Distributed	261	100

TEST OF HYPOTHESES

Testing of Hypothesis One

Ho_1: There is no significant relationship between fair compensation and employee turnover rate in private organization.

Table 4.2: Correlation Analysis Test for Fair compensation and Employee turnover rate.

Variables	n	∑		SD	r
Employee turnover rate	244	5773	23.6598	4.1933	
					0.889
Fair compensation	244	5935	24.3238	4.4386	
p-value = 0.000					

Source: Extracted from SPSS Output

The result in Table 4.2reveals that the Pearson correlation coefficient between employee turnover rate and fair compensation is 0.889 with a p-value of 0.000 which is less than 0.05. This indicates statistically significant result. Therefore, the null hypothesis which stated that There is no significant relationship between fair compensation and employee turnover rate in private organization.is rejected. Hence, the study concludes that there is a significant relationship between fair compensation and employee turnover rate in private organization.

Testing of Hypothesis Two

Ho_2: There is no significant relationship between fair compensation and employee absenteeism in public organization.

Table 4.3: Correlation Analysis Test for Fair Compensation andEmployee absenteeism.

Variables	n	∑		SD	r
Employee absenteeism	244	5999	24.5861	3.3130	
					0.822
Fair Compensation	244	5935	24.3238	4.4386	
p-value = 0.000					

Source: Extracted from SPSS Output

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

The result in Table 4.3 reveals that the Pearson correlation coefficient between employee absenteeismand fair compensationis 0.822with a p-value of 0.000 which is less than 0.05. This indicates statistically significant result. Therefore, the null hypothesis which stated that there is no significant relationship between fair compensation and employee absenteeism in public organization.is rejected. Hence, the study concludes that there is a significant relationship between fair compensation and employee absenteeism in public organization.

Testing of Hypothesis Three

Ho_3: There is no significant nexus between job security and employee absenteeism in private organization.

Table 4.4: Correlation Analysis Test for Job Securityand Employee AbsenteeismThinking.

Variables	N	∑		SD	r
Employee Absenteeism	244	5665	23.2172	3.3747	
					0.632
Job Security	244	5773	23.6598	4.1933	
p-value = 0.000					

Source: Extracted from SPSS Output

The result in Table 4.4reveals that the Pearson correlation coefficient between job securityand employee absenteeismis 0.632with a p-value of 0.000 which is less than 0.05. This indicates statistically significant result. Therefore, the null hypothesis which stated that there is no significant nexus between job security and employee absenteeism in private organization.is rejected. Hence, the study concludes that there is a significant nexus between job security and employee absenteeism in private organization..

Testing of Hypothesis Four

Ho_4: There is no significant nexus between job security and employee turnover rate in public organization.

Table 4.5: Correlation Analysis Test for Job Security and Employee Turnover Rate.

Variables	N	∑		SD	r
Employee Turnover Rate	244	5665	23.2172	3.3747	
					0.852
Job Security	244	5999	24.5861	3.3130	
p-value = 0.000					

Source: Extracted from SPSS Output

The result in Table 4.5 reveals that the Pearson correlation coefficient between employee turnover rate and job security is 0.852 with a p-value of 0.000 which is less than 0.05. This

indicates statistically significant result. Therefore, the null hypothesis which stated that there is no significant nexus between job security and employee turnover rate in public organization.is rejected. Hence, the study concludes that there is no significant nexus between job security and employee turnover rate in public organization.

DISCUSSION OF FINDINGS

The result in hypothesis one reveals that the Pearson correlation coefficient between employee turnover rate and fair compensation is 0.889 with a p-value of 0.000 which is less than 0.05. This indicates statistically significant result.

The result in hypothesis two reveals that the Pearson correlation coefficient between employee absenteeism and fair compensation is 0.822with a p-value of 0.000 which is less than 0.05. This indicates statistically significant result. Therefore, the null hypothesis which stated that there is no significant relationship between fair compensation and employee absenteeism in public organization.is rejected.

In hypothesis three the result reveals that the pearson correlation coefficient between job security and employee absenteeism is 0.632with a p-value of 0.000 which is less than 0.05. This indicates statistically significant result. Therefore, the null hypothesis which stated that there is no significant nexus between job security and employee absenteeism in private organization.is rejected.

The result in hypothesis four reveals that the Pearson correlation coefficient between employee turnover rate and job security is 0.852 with a p-value of 0.000 which is less than 0.05. This indicates statistically significant result. Therefore, the null hypothesis which stated that there is no significant nexus between job security and employee turnover rate in public organization.is rejected. Hence, the study concludes that there is no significant nexus between job security and employee turnover rate in public organization.

This findings are in agreement with the empirical work of (Angeli, Jovelyn, Rhea., Marmelo, 2023) determined job satisfaction among employees by comparing public and private administration through the lens of job satisfaction and work motivation. A total of ninety (90) employees were selected to participate in the study; of these, forty-five (45) came from the public and forty-five (45) from the private sector. The study will use the Job Satisfaction Scale of Spector P.E (1994) and the Motivation at Work Scale (MAWS) to analyze these factors. The finding revealed high job satisfaction among employees in public and private administration, influenced by co- worker interaction and factors like salary and supportive team. In private administration, satisfaction is higher due to fair pay and motivation.

CONCLUSION

The summary of findings are as follows:

1. There is a significant relationship between fair compensation and employee turnover rate in private organization.

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

2. There is a significant relationship between fair compensation and employee absenteeism in public organization.
3. There is a significant nexus between job security and employee absenteeism in private organization.
4. There is a significant nexus between job security and employee turnover rate in public organization.

Based on the findings, the study concludes that there is a significant relationship between employee's job satisfaction in the area of turnover rate and absenteeism and motivational factors in the area of fair compensation and job security in public vs private organization in south east.

RECOMMENDATIONS

1. It is recommended that the management of these organization should intensify more effort towards provision of fair compensation in private organization as it enhances their job satisfaction.
2. Since fair compensation increases the level of employee job satisfaction in public organizations, effort should be made to ensure that compensation packages are given to public workers to reduce absenteeism to work.
3. Job security ensures that absenteeism is minimized in private organization and as such management of these institutions should ensure that they guarantee their workers adequate security of work.
4. Public organizations should be provided with adequate job security and as this increases job satisfaction of their workers.

REFERENCES

Ahmed, I. (2011). Relationship between Motivation and Job Satisfaction: A Study of Higher Educational Institutions. Journal of Economics and Behavioral Studies, 3(2), 94–100.

Airman, J. (2023). What is Private Sector Management? Smart Capital Mind. https://www.smartcapitalmind.com/what-is-private-sector-management.htm?expand_ artic l e=1

Alrefaei, F. (2020). Job Satisfaction: Analysis of the Institute of Public Administration. International Journal of Managerial Studies and Research, 8(12).

Angeli O. C, Jovelyn D. M, Rhea H V. Grino F, Marmelo V. A, (2023). Job satisfaction and motivation: a comparative analysis within the sphere of public and private Administrative domains.

Bojadjiev, M., Stefanovska-Petkovska, M., Misoska, A. T., &Stojanovska, J. (2015). Perceived work environment and job satisfaction among public administration employees. The European Journal of Applied Economics.

Bourne, J. (2023). What is job satisfaction and why is it important? PositivePsychology.com. https://positivepsychology.com/job-satisfaction/

Brock, t., & Reeves, M. (2023). What is the private sector? definition and business examples. Investopedia.

Brower, T., PhD. (2023). Job Satisfaction Is Rising: What's Behind The Surprising Tend. Forbes.

Cal, P., & Galindo, M. (2023). Work Motivation: What It is and Why It is Important. https://www.betterup.com/blog/work-motivation-the-value-behind-the-task.

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

Candelarioa, L., Tindowenb, D. J., Mendezabalc, M. J., &Quilang, P. (2020). Organisational Commitment and Job Satisfaction among Government Employees. International Journal of Innovation, Creativity and Change, 13(10).

Career Insights, Public Administration. (2022). How Public Administrators Impact Communities: Today's Top Challenges and Opportunities. https://post.edu/blog/top-challenges-faced-by-public-administrators/.

Cecilia, E. (2020). The role of the private sector. The Manila Times. https://www.manilatimes.net/2020/09/17/campus-press/the-role-of-the-private- sector/768834

Central Michigan University. (2023). What is the difference between public and private administration? Central Michigan University.

Chaudhary, N. S., & Bhaskar, P. (2016). Training and development and job satisfaction in education sector. Journal of Resources Development and Management, 16, 42–45.

Ciobanu, A., Androniceanu, A., & Lăzăroiu, G. (2019). An Integrated Psycho-Sociological perspective on public employees' motivation and performance. Frontiers in Psychology, 10.

Coccia, M. (2018). Comparative studies. https://www.academia.edu/36138407/Comparative_ Studies.

Cornejo, L. (2019). Employee Motivation in the Public Sector. Scholar Works.

DeLeon, H. (2022) How to increase employee job satisfaction. Career Charge USF CTPE Blog.

Diefendorff, J. M., Kenworthy, M. E., Lee, F. C., & Nguyen, L. K. (2022). Work motivation. Oxford Research Encyclopedia of Psychology.

Domingo, H. a. M., Díaz, K., Catolico, D. I. S., Gotis, E. G., & Tus, J. (2023). Job motivation and its impact on job satisfaction among accountants. Zenodo (CERN European Organization for Nuclear Research).

Dussauge Laguna, M. (2016). Governance in the 21st century: Current challenges for public administration. https://esadepublic.esade.edu/.https://esadepublic.esade.edu/posts/post/ governance-in-the-21st-century-current-challenges-for-public-administration.

Fishbach, A. (2022). How to keep working when you're just not feeling it. Harvard Business Review.

Godfrey Maddocks, K. (2021). What is Public Administration? Southern New Hampshire University.

Huang, W. (2020). Job training satisfaction, job satisfaction, and job performance. In IntechOpen eBooks.

Inayat, W., & Khan, M. J. (2021). A study of job satisfaction and its effect on the performance of employees working in private sector organizations, Peshawar. Education Research International, 2021, 1–9.

Jacobsen, D. I. (2021). Motivational differences? Comparing private, public and hybrid organizations. Public Organization Review, 21(3), 561–575.

Johnson, D. S. (2020). Public versus Private Employees: A perspective on the characteristics and implications. FIIB Business Review.

Klynn, B. (2021). Work Motivation: 10 Ways to Keep your team inspired. https://www.betterup.com/blog/work-motivation-how-to-keep-your-people-inspired.

KnowledgeBrief. (2022). Motivator-Hygiene Theory - What is it? Definition, Examples and More. https://www.kbmanage.com/concept/motivator-hygiene-theory#:~:text=Motivation%2Dhygiene%20theory%20suggests%20that,improve%20employee%20motivation%20and%20engagement.

Kocman, A., & Weber, G. (2016). Job Satisfaction, Quality of Work Life and Work Motivation in Employees with Intellectual Disability: A Systematic Review. Mental Handicap Research, 31(1), 1–22.

Lu, D., & Chen, C. (2022). The impact of public service motivation on job satisfaction in public sector employees: the mediating roles of work engagement and organizational commitment. Mobile Information Systems, 2022, 1–8.

Lutkevich, B., & Wigmore, I. (2022). private sector. WhatIs.com. https://www.techtarget.com/whatis/definition/private-sector.

National University & marketing. (2022). What is public administration? National University.

Nickerson, C. (2023). Herzberg's Two-Factor Theory Of Motivation-Hygiene. Simply Psychology.

Pandey, A. (2022). How to Drive Employee Motivation and Performance with Training. EI Design.

Pelago Health. (2023). Job satisfaction: HR Terms Explained.

Steben, R. (2023). The importance of employee satisfaction. Officevibe.

Tanner, J. (2019). The psychology of motivating employees through training and development. Training Industry. https://trainingindustry.com/blog/performance-management/the-psych ology-of-motivating-employees-through-training-and-development/.

Tentama, F., Subardjo, & Dewi, L. (2020). The Correlation Between Work Motivation And Job Satisfaction Of The Academic Staffs. INTERNATIONAL JOURNAL OF SCIENTIFIC & TECHNOLOGY RESEARCH, 9(2), 2277–8616.

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]

Thant, Z. M., & Chang, Y. (2020). Determinants of public employee job satisfaction in Myanmar: Focus on Herzberg's two factor theory. Public Organization Review, 21(1),157–175.

Thomas, L. (2023). Stratified Sampling | Definition, Guide & Examples. Scribbr.

Tiwari, R., Gupta, V., Razeen, M., Aghin, M., Gourisaria, H., & Agarwal, S. (2023). The relationship between job satisfaction and work motivation in IT industry. International Journal for Research in Applied Science and Engineering Technology, 11(4), 2394–2402.

Vo, T. T. D., Tuliao, K. V., & Chen, C. (2022). Work motivation: the roles of individual needs and social conditions. Behavioral Sciences, 12(2), 49.

EDITOR-IN-CHIEF
Prof. R. Rena [South Africa]