



Employee-Oriented Motivation and Human Resource Management Effectiveness in Public Sector Enterprises: A Conceptual Perspective

***Bhanu Priya Bhatia** (Research Scholar, Himachal Pradesh University, Summerhill, Shimla, India)

**** Dr. Manish Khangta** (Assistant Professor, Department of Evening Studies, H.P.U, Shimla, India)

Abstract

The public sector enterprises are highly dependent on a multi-faceted workforce that consists of operational, administrative, and mechanical individuals to provide key services and ensure stability in the organizations. As opposed to the private organizations, the enterprises that are public are subject to regulatory measures, standard practices, and social responsibility and motivation of employees is an artificial but essential element of human resource management (HRM). This conceptual paper examines employee-oriented motivational factors that influence HRM effectiveness in public sector enterprises, with specific attention to frontline operational staff, administrative personnel, and mechanical or technical workers. As the research is based on the existing literature on motivation and public management, motivational factors are classified into the following dimensions: economic, occupational, psychological, social, and security-related. The paper supports the view that although financial incentives have limited impact, job security, meaningful work, recognition, supportive supervision, and skills development opportunities forms an important part of employee motivation in the public enterprises. The research provides a systematic model to help HR managers in the area of the government to develop inclusive and role-sensitive motivation structures and reveals future lines on which empirical research should focus.

Keywords: Public Sector Enterprise, Employee Motivation, Human Resource Management, Operational Staff, Administrative Employees, Mechanical Workforce

1. INTRODUCTION

The contributions that the public sector enterprises make to the development of a country are uncommon since they offer most important services including transportation, utilities, manufacturing, and maintenance of infrastructure. Success of these businesses relies much on the perception, capabilities and enthusiasm of the workforces. In contrast to the case of private organizations, government-owned enterprises are not manifested with profit only but service provision, social accountability as well as sustainability in the long run. Therefore, the HR management practice at the state-owned firms should aim to safeguard the welfare of the workers and provide motivation to maintain the desired performance. According to some researchers finance is being widely recognized as 'the lifeblood of business' (Renwick et al., 2008) while Jabbour and Santos, 2008, observed human resource within environmental context "the soul of business". Unlike physical workplaces that can be replicated after disruption, human capital embodies tacit knowledge and relational value that, once lost, can slow organizational progress and weaken growth trajectories (Lange, 2009). Human resources, thus, constitutes the knowledge base (Iqbal, 2018) of a firm, motivating other companies to invest further into its upcoming prospects. Excellent business practices, providing offering unparalleled advantage to a firm in the midst of global competition calls for development and management

of world-class human resource competencies (Khandekar and Sharma, 2005; Ambec and Lanoie, 2008) to ensure that the values underlying their strategic intent supports the accomplishment of sustainable development goals. Improved organizational productive performance (De Prins et al., 2014), profitability, long-term growth and development are guaranteed to all organizations that follow best resource utilization practices (Jackson et al., 2011). Intrinsic motivation typically stems from an individual's desire to engage in work processes that are both manageable and meaningful, thereby facilitating effective goal achievement. (Omar, Arbab, & Abdulrahman, 2018). Employees in public sector enterprises typically belong to diverse occupational groups, including operational workers who manage daily service delivery, administrative staff who handle planning and coordination, and mechanical or technical employees responsible for maintenance and production activities. All the groups have different work conditions, roles and motivational needs. Nevertheless, motivational systems in state business tend to be unified and do not take into consideration these professional disparities.

(Management practices in state-owned firms aim to enhance worker productivity and motivation to achieve desired performance. Although finance is frequently highlighted as a key corporate resource, human resource management has become increasingly important since the 1980s (Jackson et al., 2001; Arthur, 2008). A business's value is not solely derived from its tangible assets but also from its human capital, which is vital for long-term success. A firm's ability to perform well relies heavily on the knowledge, skills, and competencies possessed by its workforce (Lange, 2009). Human resources represent a unique and strategic asset that drives competitive advantage, particularly as global competition intensifies. Effective human resource management integrates principles from both macro and micro perspectives to foster sustainable development and improve organizational outcomes (McPherson, 2005; Armstrong, 2008). In this context, human capital development and management play a crucial role in ensuring firms meet their economic, environmental, and social goals (Jackson et al., 2011). Motivating employees involves understanding the balance between individual aspirations and organizational objectives, helping to create a productive and committed workforce)

The objective of this paper is to conceptually address the employee-based motivational concerns in the HRM effectiveness of the enterprises in the public sector. The study concentrates on operational, administrative, and mechanical employees, thus showing the need to employ role-sensitive motivation practices that can create the balance between employee needs and organizational goals.

1.1 EVOLUTION OF HUMAN RESOURCE MANAGEMENT

In 1920s the management was revolutionary concept in India; it manifested itself in form of government intervene by mandating the appointment of labour welfare officers within organizations to ensure the protection of workers' rights and well being. After Second World War the scope of people management went beyond welfare measures, as expectations of people of India started going up. Labour welfare, industrial relations, personnel administration were all combined to take care of the interest of people which is known as personnel management. By 1980s personnel management morphed into HRM to manage people and their performances.

Organization theories have played significant role, different guiding theories are given by eminent philosophers. HRM principles and people management practices within competitive organization are grounded in theoretical insights originated across various academic disciplines.

Comparative advantage theory by David Ricardo talked about specialization and division of labour among nation & firms. According to Ricardo country is intended to yield those items in which domestic efficiency provides a comparative advantage over alternative producers (Ricardo 1891). They have to focus in strengthening internal capacity by reducing per unit production and distribution cost. Improving internal capacity encompass highly skilled workforce, who efficiently deploy capabilities to deliver to affordable and high quality goods and services. (Porter 1980; Grant 1991). Cameron and Whetton organizational life cycle theory depicts the phases of organization from inception, growth, maturity, decline, and dissolution. At the maturity phase the organization cannot continue to grow or survive unless its structures do not encourage human resource innovation, team work, and high employee performance.

Prof. Maslow's gave emphasis on modern approach of motivation by establishing relationship of Motivation with human needs. He was of this opinion that motivation involves enabling an individual to satisfy personal needs by achieving particular objectives. Best known classification of need hierarchy is

given by him which include basic, safety, social, status and self-actualization that help labour in doing small part of job.

Elton Mayo's human relation movement theory emphasized in dealing with employees and point out workers are not like machinery they are alive and very sensitive factor of production which can be loyal, disloyal depending upon treatment one get from the organization. The theory believes in Employee's Oriented Approach understanding that the human beings are first social being and secondly they are economic being. The behavior sciences approach of Elton Mayo lays more emphasis on social psychology and sociology for understanding human behavior.

M.C. Gregors X and Y recognized the duality in human natures and their differing attitudes, motivation, and approaches to work and life. Some people naturally possess qualities such as tenderness, sympathy, love and affection. Based on these inherent differences nature they classified into two broad categories 'X' and 'Y'. Douglas

McGregor emphasized on improving working conditions, motivational, training and management developmental program, betterment of industrial relations.

System resource theory as organization is a system and part of environment system. It considers nature of interaction between and environment to determine effectiveness by maintaining input-process-output-performance cycle.

HRM plays an important role in planning, developing and implementing policies and programs within the organization to ensure optimum utilization of the human resource. It refers to that part of management part that emphasizes managing people in the people at work and their association in the organization. Its goals are to ensure proper use of human resources, the creation of positive and cooperative working relationships among the members of all the organizations, and the overall growth and development of individuals. The human resources perform the role of mainly administrative and professional. HR staff specialized in the benefits and other payroll and operations work and did not consider themselves in contributing to the strategy of the firm in general.

The scope of the HR professionals is all inclusive. They must know well about the organization and the many complexities involved in its functioning. The final aim of any HR individual ought to be to establish a connection between the organization and the employee since the dedication of the employee towards the organization is crucial. The primary and the most important task of HR staff is to provide the employees with ongoing learning regarding the modifications and the challenges faced by the country in as a whole and by the organization specifically. The employees must be aware of the balance sheet of the company, sales progress, and diversification of plans, share, price fluctuations, turnover and other information regarding the company. The HR workers are expected to teach such knowledge to each employee in the form of small booklets, video films and lectures.

The main functions of the human resource managers are to come up with a comprehensive understanding of workplace culture, strategic plans and policies, act as an internal catalyst for changes and become a specialist and guide, take an active part in the development of strategies of the company. Their function is to maintain communication line free across the HRD function as well as among individuals and work groups at the macro and micro levels of the organization, find & develop HRD strategies in alignment with general business strategy, help in creating numerous teams within the organization and their working relation with other teams and individuals.

To attempt to connect persons and work in a way that would make the organizational goals attained in an efficient manner effectively, identify issues and identification of suitable solution especially in the human resource areas, give co-ordination and support services to HRD programmes and services provision, assess the effects of an HRD intervention or to do some research in order to recognize and generate or test how HRD In general has enhanced performance of individuals and organizations. The roles of the HR manager have been discussed by different management gurus according to the major in the organization, responsibilities, which they complete.

The fundamental strategy of HRM is that in which the employing entity is considered as an interconnected system rather than isolated parts. Its emphasis extends beyond production and productivity while prioritizing workers well being and quality of life. It aims at attaining the supreme evolution of the

human resources and the highest achievable socio-economic growth.

1.2 Human Resource Management Objectives

Supporting Objectives

These goals are aimed at matching HR practices to overall social and institutional requirements. These are compliance with labor laws and regulations, the benefits associated with employee welfare, and healthy union-management relations to allow harmony in the workplace and social responsibility.

Organizational Objectives

Organizational objectives focus on the efficient use of human resource in the attainment of institutional goals. This is done in an organized workforce planning, positive employee relations, fair recruiting and selection, continuous training and development, performance appraisals, proper job placement and regular employee evaluation.

Functional Objectives

Functional objectives also enable the HR activities to run smoothly and make sense to the organization. Important functions that should be performed comprise performance appraisal, proper employee placement, and ongoing evaluation to ensure that both employee capabilities and organizational requirements are consistent.

Personal Objectives

Personal goals deal with needs and career goals of individual employees. These entail training and skill enhancement opportunities, equal performance review, correct job positioning, equal pay and periodical appraisal to promote individual growth and job satisfaction.

2. Human Resource Management in Public Sector Enterprises

Legal systems, bureaucracies, and uniform employment highlight the influence of human resource management in the state-owned enterprises. Formal rules and regulations often overrule managerial judgments in recruitment, compensation, promotion, and performance assessment. Although these systems are fair and transparent, the flexibility in individual needs in motivation might be reduced.

The employees of the public enterprises usually have stable working conditions, smooth career lines, and well-established roles. Nonetheless, issues like lack of promotional opportunities, inflexible performance appraisal of employees, and slow naming manages to demotivate especially by operation and mechanical employees who undertake physically demanding or as well as routine assignments.

The HRM of the work of the public enterprise must be effective and involve a compromise between administrative compliance and the engagement of the staff. The linkage of HR policies into better performance, lower absenteeism and higher quality of services makes motivation a critical mechanism.

3. Theoretical Foundations of Employee Motivation in Public Organizations

Theoretical premises of Empowering Workforce in Government Agencies, there have been several theoretical perspectives that have been used to deal with motivation in the context of the public sector. According to content theories; Herzberg two-factor theory, the emphasis is made on the contrast of hygienic factors (salary, working conditions) with motivators (recognition, responsibility). The difference is

especially applicable in state-owned firms, in which hygiene variables tend to be normalized, but motivators are not uniformly considered.

Public Service Motivation (PSM) theory highlights individuals' desire to contribute to society and serve the public interest. While PSM is more commonly associated with administrative roles, operational and mechanical employees also demonstrate service-oriented attitudes, particularly when they perceive their work as socially meaningful.

Self-determination theory also provides the theory of motivation with the focus on autonomy, competence, and relatedness. The more inclined employees are to be kept motivated within the categories of occupations, the more likely are the prospects of injecting a potential to developing a skill, engagement of participative decision making, as well as supervising practices in the work of a group of individuals.

4. Occupational Categories and Motivation in Public Enterprises

4.1 Operational Employees

Operational employees form the backbone of public sector enterprises, engaging directly in service delivery and routine organizational activities. Their motivation is strongly influenced by working conditions, workload fairness, supervisory support, and recognition of effort. Since operational roles often involve repetitive tasks, non-monetary motivators such as appreciation, job rotation, and skill enhancement play a significant role in sustaining engagement.

4.2 Administrative Staff

Administrative workers coordinate, document, plan and comply with regulations. It is also connected to their motivation that is associated with career development, authority in decision making and professional recognition. The possibilities of offering ideas, engaging in the policy implementation, and having access to training programs add value to their orientation of the purpose and organizational commitment.

4.3 Mechanical and Technical Employees

Mechanical and technical employees work on the specialized tasks, which result in the need of technical competency and problem-solving skills. The factors that affect the motivation of this group include the availability of modern equipment, safety, training on technical matters and recognition of experience. The removal of turnover intentions and the maintenance of motivation in technical employees have a special significance in ensuring that the working environment is safe and the continual upskilling process involved.

5. Employee-Oriented Motivation Dimensions in Public Enterprises

Based on a synthesis of public management and HRM literature, five key motivation dimensions relevant to public sector enterprises are identified.

Dimension	Description	Role in Motivation
Economic Factors	Fixed wages, timely salary, allowances, pension benefits	Provide financial security but insufficient alone for long-term motivation
Occupational/Professional Growth	Training, skill development, internal mobility	Enhances employee competence and perceived organizational value
Psychological/Recognition	Recognition, respect, verbal appreciation, certificates, involvement in problem-solving	Boosts morale and psychological engagement across all employee groups
Social/Relational Factors	Positive workplace relationships, teamwork, supportive supervision	Fosters belonging, mutual respect, and motivation

Security and Well-being	Job security, safe working conditions, health benefits, work-life balance	Encourages loyalty and sustained performance
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5.1 Economic Factors

Although wages in public enterprises are generally fixed and standardized, timely salary payments, allowances, and pension benefits contribute to financial security. Nevertheless, the motivation of the staff cannot be maintained by the economic incentives only in the long run, especially when it comes to ritually-oriented or physically challenging jobs of employees.

5.2 Professional and Occupational Development.

Training, skill-based and internal mobility opportunities improve the perceived value among employees in the organization. Amongst mechanical and operational employees, technical training and certification helps enhance competence and motivation.

5.3 Psychological and Recognition Factors

Recognition, respect, and acknowledgment of effort significantly influence employee morale. Simple practices such as verbal appreciation, certificates of merit, and involvement in problem-solving discussions contribute to psychological motivation across all employee categories.

5.4 Social and Relational Factors

Positive workplace relationships, supportive supervisors, and teamwork foster a sense of belonging. Public enterprises that encourage open communication and mutual respect create environments where employees feel valued and motivated.

5.5 Security and Well-being

Job security, safe working conditions, health benefits, and work-life balance initiatives are particularly important in public enterprises. Enterprises that are run publicly and adhere to open communication as well as mutual respect give the employees a feeling of importance and the curiosity to work.

6. Implications for Public Sector HR Managers

Public sector HR managers should move beyond uniform motivation systems and adopt employee-oriented, role sensitive motivational strategies. Motivation strategies must be aligned with the specific needs of operational, administrative, and mechanical staff. Investing in training, improving supervisory practices, ensuring safe working conditions, and recognizing employee contributions can significantly enhance HRM effectiveness. Participative management practices and transparent communication further strengthen trust and commitment among employees.

7. Summary

This conceptual paper explores employee-oriented motivation factors and their implications for the efficiency and effectiveness of human resource management (HRM) within public sector enterprises. Public sector enterprises differ from private organizations in their regulatory constraints, service-driven goals, and social accountability, which makes motivating employees a complex but critical HR challenge. The study

focuses on three primary occupational groups—operational staff, administrative personnel, and mechanical/technical workers—and proposes a multidimensional motivation framework incorporating economic, occupational, psychological, social, and security-related factors.

8. Conclusion and Future Research Direction

Effective management of human resources in the field of the public sector enterprises is based on employee motivation. The conceptual paper discussed how the economical, professional, psychologically, social and security needs can be stimulated and enhanced to employee engagement and organizational performance as it goes through past studies Andersen and Kjeldsen (2013) and Perry and Wise (1990) are important sources that relate to the concept of public service motivation, which is of central importance in understanding public sector enterprise employee motivation. Equally, Rainey (2014) is an authoritative textbook on the management of public bodies, and it offers the basic knowledge that is applicable in HRM situations in the public sector. The incorporation of both empirical and theoretical literature like Hom et al. (2017) on employee turnover theory and Steers et al. (2004) on motivation theory, therefore, this study provides the framework of structure. Empirical studies in the future ought to prove the proposed framework conducted with survey techniques or structural equation modeling. Engage in comparative research with other public organizations and professional population to enhance the knowledge regarding the purpose of motivation in HRM performance.

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