

Motivation and Life Satisfaction of Employees in the Public and Private Sectors

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ABSTRACT

Work motivation is the steering of human activity towards a desired objective by means of motives generated internally in a person or in his or her environment, on the basis of his or her needs. The aim of this research was to verify whether the different types of work motivation employees reported in their work were influenced by sector, job, gender and education, and to assess how the different types of motivation are linked to life satisfaction.

The research involved the participation of 288 employees – 153 in the private sector and 116 in the public sector (19 did not specify). The results show that among all employees the most distinctly expressed factor is intrinsic motivation. No differences in any type of motivation were observed between sectors; between managers in the public and private sectors there were no statistically significant differences in either extrinsic motivation or intrinsic motivation or in life satisfaction.

Key words: extrinsic motivation, intrinsic motivation, self-determination theory, life satisfaction, public sector, private sector

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1 Introduction

In the field of organisational psychology, for a number of years both researchers and managers in organisations have been concerned with investigating – and with the scope for influencing – work motivation. The most important part in motivation is played precisely by managers, who guide their employees, listen to them and reward them.

1.1 Public and private sectors

According to data from the Statistical Office of the Republic of Slovenia (SORS), in July 2010 the private sector employed 645,351 people, while 259,195 people were employed in the public sector (SORS). The definition of the public sector, including ways in which it differs from the private sector, is not made uniformly clear either in legislation or in theory. Different authors and even Slovenian legislation define the public sector differently; the private sector is not defined at all. In this research we decided to use the definition of the the public sector found in the Public Sector Salary System Act and Civil Servants Act of the Republic of Slovenia. The public sector therefore included state administration, local communities, healthcare, education, the arts, social care, sports, science, the judiciary, the military and the police. All branches of the commercial sector and sole trader entrepreneurs were classified in the private sector.

1.2 Work motivation

Motives initiate work-related behaviour, and determine its form, direction, intensity and duration (Pinder, 1998, in Tremblay, Blanchard, Taylor, Pelletier & Villeneuve, 2009). The worker's activity always depends on internal initiatives or external motives, and these spurs to worker activity are called motivation. Motivating is itself a process of stimulating workers through specific means so that they will efficiently and willingly perform given tasks or work towards specific objectives (Uhan, 2000). There exist a number of motivation theories which provide insight into the issue of motivation. In our research, we focused on self-determination theory.

1.3 Self-determination theory

Self-determination theory (SDT) emphasises the importance of a person's inner drives and psychological needs, which form the basis for self-motivation and the integration of the personality (Ryan & Deci, 2000). Self-determination is defined as the experience of performing an activity or behaviour for autonomous, internal reasons that are entirely supported by the self, as opposed to reasons that give a feeling of pressure or coercion (Deci & Ryan, 2000). The theory assumes that all individuals have a natural, innate and constructive tendency to develop an even more elaborated and unified sense of self (Ryan & Deci, 2004).

SDT is capable of identifying various types of motivation, each of which has its own specific consequences for learning, achievements, personal experience and wellbeing (Ryan & Deci, 2000). These types of motivation can be laid out along a continuum of self-determination, which represents the degree to which objectives or values have been internalised. The term intrinsic motivation means performing an activity for its own sake, for the purpose

of personal satisfaction, while the term extrinsic motivation means performing a task for instrumental reasons.

Figure 1: Self-determination continuum, showing types of motivation and their regulatory styles and regulatory processes

Behaviour	Non-self-determined	Extrinsic motivation				Self-determined
Motivation	Amotivation					Intrinsic motivation
Regulatory style	No regulation	External regulation	Introjected regulation	Identified regulation	Integrated regulation	Intrinsic regulation
Relevant regulatory processes	Without purpose, lacking control, without valuation, non-competence	Approval, external praise and punishments	Self-control, including the ego, internal rewards and punishments	Personal importance, value, conscious valuation	Congruence of awareness, synthesis with self	Interest, enjoyment, internal satisfaction

Source: Ryan & Deci (2000)

At the far left side of the self-determination continuum, we find **amotivation**, which represents a state of lacking motivation for active engagement. When people are amotivated, they do not respond at all or respond passively. Amotivation results in the non-valuation of activities (Ryan, 1995, in Ryan & Deci, 2000), feelings of incompetence in performing activities (Bandura, 1986, in Ryan & Deci, 2000) or a sense of inability to achieve the desired goal (Seligman, 1986, in Ryan & Deci, 2004).

Next on the continuum are extrinsically motivated behaviours, which are characterised by four different types of motivation:

- the least autonomous is **external regulation**. This is a classic case of motivation through the gaining of a reward or avoidance of punishment;
- **introjected regulation** is partially internalised and is part of the person, but not part of the whole self. Behaviours based on this motivation are performed with the intention of avoiding blame, fear and shame, or for achieving a sense of improving one's ego and pride;
- **identified regulation** is reflected as a conscious valuing of a behavioural goal or regulation and takes behaviour as personal. When a person identifies with an activity or the value that it expresses, he or she is personally affirmed (at least on the conscious level) (Ryan & Deci, 2000; Ryan & Deci, 2004);
- **integrated regulation** is when the activity is performed for the purpose of a specific outcome or result, and not for internal satisfaction. Objectivity is valued, so it is not essential for the individual to enjoy the activity.

At the far right side of the self-determination continuum lies **intrinsic motivation**, which represents an activity that the individual pursues for internal satisfaction and for its own sake.

Researchers introduced the **Work Self-Determination Index** (W-SDI; Vallerand, 1997) with the aim of bringing together intrinsic and extrinsic motivation in a single assessment (e.g. Grolnick & Ryan, 1987, in Vallerand, 1997; Vallerand & Bissonnette, 1992). This index is scored when we wish to highlight individuals who have distinctly autonomous (self-determined) behaviour or distinctly non-autonomous (non-self-determined) behaviour.

1.4 Results of researching intrinsic and extrinsic motivation

Initial studies (Deci, 1975, in Ryan & Deci, 2000) showed that tangible rewards (e.g. money) reduce intrinsic motivation. The promised reward increases short-term motivation, but its effect rapidly weakens, and in the long term it even reduces motivation to continue work if the offer of an even bigger reward is not involved (Deci, 1969, in Dolenc, 2010). Intrinsic motivation is not reduced just by tangible rewards, but also by threats, deadlines, orders, assessments under pressure and forced objectives, which, just like tangible rewards, lead to an externally perceived locus of causality (Ryan & Deci, 2000). By contrast, the possibility of voluntary choice and the expression of feelings raise intrinsic motivation, since they give people a greater sense of autonomy (Deci & Ryan, 1985, in Ryan & Deci, 2000). Deci, Kostner and Ryan (1999, in Gagné & Forest, 2008) found that the effect of rewards was positive in the case of verbal rewards (praise) and negative in the case of tangible rewards (money).

The advantages of intrinsic motivation can be seen in higher behavioural effectiveness, greater perseverance, higher life satisfaction and better adjustment of the individual in his or her social group (Ryan et al., 1997, in Ryan & Deci, 2000).

1.4.1 Research results for the differentiation of intrinsic and extrinsic motivation by sector

Employees in the private sector place greater value on salary levels and bonuses than workers in the public sector; however, in contrast to the stereotype, it was also found that there are no differences between the sectors regarding the importance of job security (Frank & Lewis, 2004; Karl & Sutton, 1998; Lewis & Frank, 2002, in Lyons, Duxbury & Higgins, 2006). Khojasteh (1993) later found that civil servants value job security less than private sector employees. Such swings could be attributed to conditions in the market (Karl & Sutton, 1998, in Lyons, Duxbury & Higgins, 2006): at a given time the government may lay off a large number of civil servants, and as a result the valuing of job security among the latter rises.

In respect of extrinsic motivators among **managers**, the research is largely in agreement. In a study of staff managers in the public and private sectors in the US, Italy and Turkey, McClelland (1961, in Khojasteh, 1993) found that managers in the *public sector* have a greater need for achievement than private

sector managers. Buchanan (1979, in Khojasteh, 1993) states that in the area of achievement, *public sector* managers have less scope for direct verification of their contribution to achieving the goals of the organisation, and thus experience a significantly lower level of satisfaction than private sector managers (Rainey, 1979; Solomon, 1986, in Khojasteh, 1993). Managers in the *private sector* attach greater value to economic rewards, while *public sector* managers attach greater importance to job security (Frankel & Manners, 1980; Cacioppe & Mock, 1984, in Khojasteh, 1993).

The research of Lyons, Duxbury and Higgins (2006) showed a statistically significant difference between two intrinsic motivators – intellectual stimulation and work full of challenges. Employees in the public sector ranked both intrinsic motivators higher than did private sector employees. It is interesting to note that no statistically significant differences between the two sectors were found in personal interest in work. S. M. Park and J. Word (2009) also found that public sector employees have greater intrinsic motivation than private sector employees.

The majority of these studies share the opinion that the biggest problem for both sectors is a lack of intrinsic motivation for personnel, which is perhaps slightly more critical for the public than the private sector.

1.5 Life satisfaction

Subjective wellbeing describes the individual's evaluation of their own life, i.e. represents an assessment of how positively or negatively they experience their own life (Diener, 1984). Diener and Diener (2001, in Musek & Avsec, 2002) state that subjective wellbeing represents the individual's evaluation of their own life, and includes happiness, agreeable emotions, life satisfaction and the relative absence of unpleasant moods and emotions. It is the perception that life at a given moment or in its entirety is full, purposeful and agreeable (Myers, 1992, in Musek & Avsec, 2002). In its meaning it therefore corresponds to the concept of happiness, and some researchers actually use it as a technical synonym for the more popular expression »happiness«.

1.5.1 Results of research on life satisfaction

Numerous studies draw a link between life satisfaction and objective income – wealthier individuals in all cultures are more satisfied (Diener, 2000; Easterlin, 1984, in Diener, 1984); Musek and A. Avsec (2002) add that this link is relatively low, but that it is positive and statistically significant. Psychological aspects of quality of life are more important than material and sociological ones.

Life satisfaction correlates positively with intrinsic and negatively with extrinsic motivation (Musek, 2006). The sense of working in harmony with values and achieving goals positively influences subjective wellbeing. Individuals who are more satisfied with their life achieve greater effectiveness in their jobs and partake of other advantages and benefits, including the attainment of more

important, more autonomous and varied jobs; they earn more, and in addition to this, in their jobs they show less non-productive behaviour and burn-out in consequence of their workload (Lyubomirsky et al., 2005, in Dimec, Mahnič, Marinšek, Masten & Tušak, 2008).

The aim of the research presented in the paper was to verify whether certain factors impact types of work motivation among employees and to assess how different types of motivation are linked to life satisfaction.

The specific aims were to:

- assess employee base work motivation;
- assess employee perceptions of life satisfaction;
- compare differences in perceived life satisfaction and base work motivation between employees who are employed in different types of organisations, and to assess these differences in terms of gender, level of education and job position.

2 Method

2.1 Participants

All study participants were full-time employees working the day shift – 288 employees (64.4% women and 35.4% men). The average age of employees was 36.7 years. In respect of education, 149 employees had a university-level professional education, 109 had a secondary or professional college education, 28 had a master's degree, specialisation or doctorate of science, and 2 did not wish to respond to this question. A total of 67 managers and 216 non-managers participated in the study; 5 participants did not wish to disclose their position. The research included 116 employees working in the public sector – in state administration, local communities, and healthcare. These came from 5 different organisations that could be classified as medium- or large-size organisations (more than 50 or more than 250 employees respectively). 153 participants worked in the private sector; 83% of these participants came from medium-size or large organisations. 19 participants did not specify their sector.

2.2 Instruments

The questionnaire on the *Work Extrinsic and Intrinsic Motivation Scale* (WEIMS; Tremblay, Blanchard, Taylor, Pelletier & Villeneuve, 2009) measures extrinsic and intrinsic work motivation among employees. The self-assessment scale comprises 18 items where employees answer the question »Why do you do your work?« For each item they must assess on a 5-point scale the extent to which they agree with the item (1 = completely disagree, 5 = completely agree). The questionnaire is divided into six sub-scales (intrinsic motivation,

integrated regulation, identified regulation, introjected regulation, external regulation and amotivation), with each one containing three items.

In the results of the *Work Self-Determination Index* (W-SDI, Vallerand, 1997), the number of possible points for the 5-point scale has a range of ± 24 . The end result represents the individual's relative level of self-determination. A positive result means a profile of self-determination, while a negative one means a profile of non-self-determination.

The *Satisfaction with Life Scale* (SWLS; Diener, Emmons, Larsen & Griffin, 1985) measures the individual's overall assessment of the quality of his or her life in terms of personal criteria (a lasting feeling that life has been and is good, that the current period of life or even life as a whole is full, purposeful and pleasant). The self-assessment scale comprises 5 items graded on a 7-point scale (1 = completely false, 7 = completely true). The end result is obtained with the sum of responses from all five items. The scale is highly reliable, with alpha coefficients from 0.85 (Pavot & Diener, 1993) to 0.89 (Alfonso & Allison, 1992, in Pavot & Diener, 1993).

2.3 Procedure

A special website published the two questionnaires and additional questions on the demographic variables of participants (gender, age, education, field of work, position). Participants were selected using the snowball principle within selected organisations. Data collection took place from June to July 2010.

The data were analysed using SPSS for Windows. Summary statistics (means, standard deviations) were computed for all measures collected.

The *t*-test was used to determine whether there was a significant difference between two group means. It helped to answer the underlying question: Do the two groups (normally distributed) come from the same population and only appear to be different because of chance errors?

We used also the Mann-Whitney *U* test because our sample was randomly selected from the population, the dependent variables were either ordinal or interval, and the results were not normally distributed in some cases. It is the nonparametric alternative to the independent *t*-test. The standardized *z* value is approximately a standard normal deviate whose significance can be checked in tables of the normal distribution.

A Pearson correlation matrix of the variables in this study is also included.

3 Results

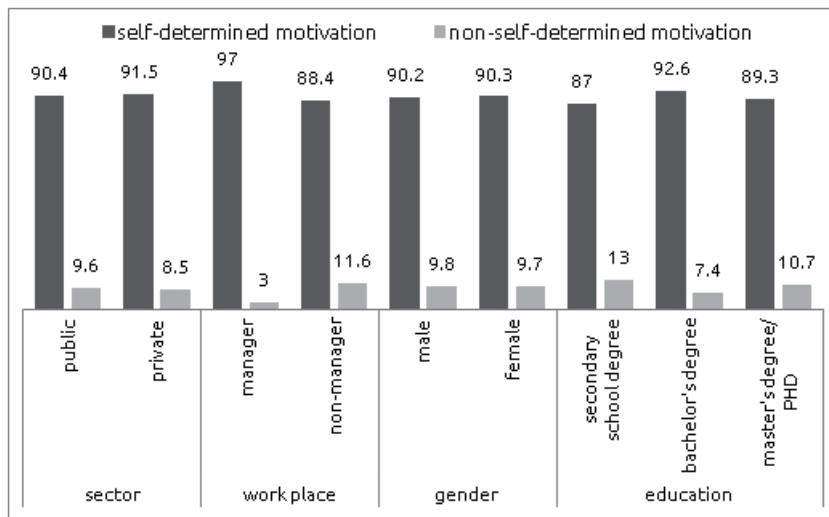
3.1 Comparison of employees' responses to the questionnaire on the Work Extrinsic and Intrinsic Motivation Scale

Table 1: Descriptive statistics (N = 288) for individual types of motivation in the Work Extrinsic and Intrinsic Motivation Scale

	M	SD	Min	Max
Intrinsic motivation	11.90	2.70	3	15
Integrated regulation	10.88	2.95	3	15
Identified regulation	10.19	2.60	3	15
Introjected regulation	8.39	2.93	3	15
External regulation	10.40	2.68	3	15
Amotivation	5.09	2.34	3	12

For all participants the most pronounced feature is intrinsic motivation, and the least pronounced is amotivation (Table 1). Among managers in the public and private sectors there were no statistically significant differences in any sub-scale. Among non-managers, however, there were statistically significant differences in *integrated regulation*, this type of motivation being more pronounced in public sector non-managers than among those in the private sector (Mann-Whitney U : $z = -2.468$, $p = 0.014$).

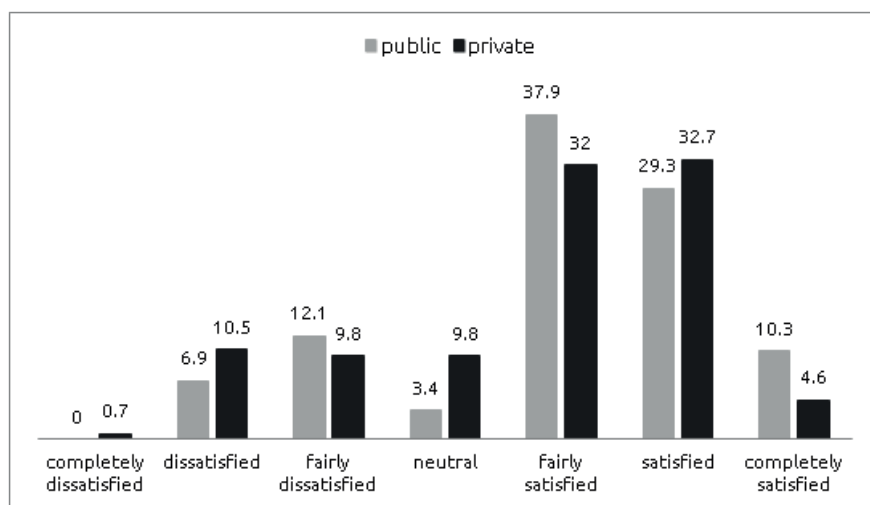
Graph 1: Percentage of employees who express self-determined or non-self-determined behaviour, by sector, job, gender and education



The level of expressed self-determined or non-self-determined behaviour was calculated using the Work Self-Determination Index/WSDI (Graph 1). The presence of private sector employees with self-determined behaviour is one percentage point greater than in the case of public sector employees. A greater degree of self-determined behaviour can be observed among managers than among non-managers. The expression of self-determined behaviour is approximately the same for both sexes. In terms of education level, the highest frequency of self-determined behaviour was found among those with a university-level higher professional education, and the lowest among those with a secondary or professional college education.

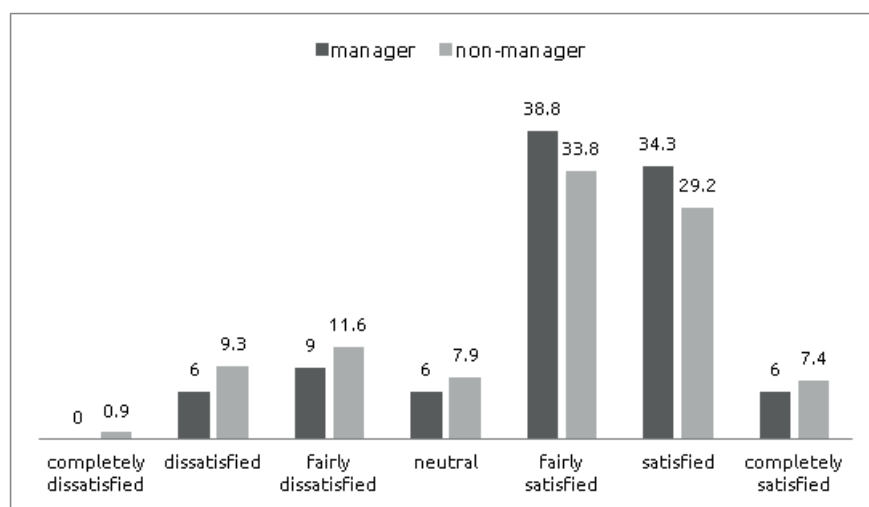
3.2 Comparison of employee results on the Satisfaction With Life Scale

Graph 2: Percentages of employees on the Satisfaction With Life Scale, by sector



Between the two sectors there were no statistically significant differences in the results on the Satisfaction With Life Scale (Graph 2). The largest share of employees, both in the public and private sectors, are »fairly satisfied« (this value is represented by a higher percentage among public sector employees). A high percentage of employees in both sectors are »satisfied«, and in the private sector there are even slightly more »satisfied« than »fairly satisfied« employees. No one in the public sector was »completely dissatisfied«, while this response could be found in 0.7% of private sector employees. There are also more »dissatisfied« employees in the private sector than in the public sector.

Graph 3: Distribution of responses on the Satisfaction With Life Scale, by job



There were no statistically significant differences between managers and non-managers in the sectors in the overall results on the Satisfaction With Life Scale. Graph 3 shows that the highest number of employees, both managers and non-managers, are »fairly satisfied«. A fair number of employees who are not managers are »fairly dissatisfied« (11.6%) and »dissatisfied« (9.3%). It is interesting to note that slightly more non-managers are »completely satisfied«. There are no »completely dissatisfied« managers, while 0.9% of non-managers expressed this.

Table 2: Descriptive statistics on the Satisfaction With Life Scale, by employee education

	Education	N	M	SD	Min	Max
Life satisfaction	Secondary/college	109	21.82	5.65	7	32
	University	149	24.25	5.05	10	34
	Masters/specialisation/PhD	28	25.54	5.92	10	35

Notes: M = arithmetical mean; SD = standard deviation.

The differences between employees with different education levels were checked using a *t*-test. Employees with a university-level education and employees with a master's, specialisation or doctorate of science are more satisfied with life than employees with a secondary or college education ($t = 1.09, p = 0.018$).

3.3 Comparison of employees in terms of associations between different constructs

The Work Self-Determination Index is linked with statistical significance to life satisfaction.

Table 3: Associations between the results on the Satisfaction With Life Scale and types of motivation in the Work Extrinsic and Intrinsic Motivation Scale questionnaire among employees, by sector (N_{public} = 116, N_{private} = 153)

	Life satisfaction (<i>r</i>)	
	Public sector	Private sector
Intrinsic motivation	,317**	,233**
Integrated regulation	,087	,263**
Identified regulation	,168	,281**
Introjected regulation	,021	,124
External regulation	-,092	,257**
Amotivation	-,303**	-,114

** $p < 0.01$

The following are associated positively and in a statistically significant way with life satisfaction (Table 3): intrinsic motivation, integrated regulation, identified regulation and external regulation in the private sector, and intrinsic motivation in the public sector. Only amotivation in the public sector is associated negatively and in a statistically significant way with life satisfaction.

Table 4: Associations between the results on the Satisfaction With Life Scale and types of motivation in the Work Extrinsic and Intrinsic Motivation Scale questionnaire among employees, by job

	Life satisfaction (<i>r</i>)	
	manager	non-manager
Intrinsic motivation	,309**	,224**
Integrated regulation	,110	,227**
Identified regulation	,198	,244**
Introjected regulation	,203	,020
External regulation	,124	,084
Amotivation	-,159	-,249**

** $p < 0.01$

Managers and non-managers who express intrinsic motivation and integrated and identified regulation report a higher level of life satisfaction (Table 4). Amotivated non-managers are also less satisfied with life than motivated ones.

4 Discussion

The aim of this research was to verify whether the different types of work motivation employees reported in their work were influenced by sector, job, gender and education, and to assess how different types of motivation were associated with life satisfaction.

4.1 Comparison of employees in terms of the questionnaire on the Work Extrinsic and Intrinsic Motivation Scale

Comparing employees by sector, it may be noted that employees in the private sector show slightly higher levels of all types of motivation compared to employees in the public sector. At the same time they are also more amotivated than public sector employees, although differences in this regard are not statistically significant. These findings also appeared in other studies. The most commonly researched extrinsic motivators, salary and job security, have been evaluated in different ways in numerous studies, and the findings are not in agreement (Lewis & Frank, 2002; Baldwin, 1991; Frank & Lewis, 2004; Karl & Sutton, 1998, in Lyons, Duxbury & Higgins, 2006). However, no study had found that there were no statistically significant differences between sectors regarding type of motivation, as happened in our case.

Looking at the differences between employees by job and sector, between managers in the public and private sectors there were no statistically significant differences in any sub-scale. Among employees who are not in management positions, however, there were statistically significant differences in *integrated regulation*, with this type of motivation more pronounced in the public sector than in the private sector. Our results indicate that in the public sector, non-managers accept, to a greater degree than managers, the values and goals of the organisation or company and completely integrate them into their concept of self, although they still perform activities at work for the final outcome and not for their own satisfaction. Activities are already very close to intrinsic motivation, but the activity is still performed with the aim of a specific outcome.

Viewed by sector, in the private sector the share of employees with self-determined behaviour is a percentage point higher (Graph 1). In terms of jobs, more self-determined behaviour can be observed among managers than among non-managers. The expression of self-determined behaviour is approximately the same for both sexes. In terms of education, the greatest frequency of self-determined behaviour is shown by those with a university-level professional education, and the lowest by those with a secondary or college education. This could mean that employees in the public sector, managers and employees with a university-level education more frequently achieve set goals in their jobs (Sheldon & Elliot, 1998, in Gagné & Forest, 2008), record better achievements (Baard et al., 2004) and also show greater interest, excitement and confidence, which is reflected in greater capacities,

perseverance and creativity (Deci & Ryan, 1991; Sheldon, Ryan, Rawsthorne & Ilardi, 1997, in Ryan & Deci, 2000). They also have more positive outcomes in their private lives and higher general subjective wellbeing (Ilardi et al., 1993, in Gagné & Forest, 2008; Ryan, Deci & Grolnick, 1995, in Ryan & Deci, 2000; Baard et al., 2004), achieve better psychological health (Deci & Ryan, 2008) and exhibit greater vitality (Nix, Ryan, Manly & Deci, 1999, in Ryan & Deci, 2000) and self-confidence (Deci & Ryan, 1995, in Ryan & Deci 2000).

4.2 Comparison of employees in terms of the Satisfaction With Life Scale

There were no statistically significant differences between the two sectors in the results on the Satisfaction With Life Scale, from which we may conclude that the included samples of employees from both sectors are equally satisfied with life (Graph 3).

Between managers in the two sectors there were no statistically significant differences in life satisfaction, a finding which runs counter to previous research (Rainey, 1979; Rhinehart, Barrell, DeWolfe, Griffin & Spaner, 1969; Solomon, 1986, in Khojasteh, 1993), which found that managers in the *public sector* experience a significantly lower degree of satisfaction than private sector managers.

In determining differences between employees with different educations, we found that the higher the education, the greater the life satisfaction. This explanation could be based on the fact that employees with a higher education earn more and that a majority of them hold jobs involving more intellectual work into which they introduce more of their own ideas and jobs where there is more group work and where work is not as monotonous and physically arduous. They might also have better working conditions (e.g. their own office) and more benefits in other areas (company car, telephone, etc.).

4.3 Associations between different constructs

In our research we were interested primarily in the association of life satisfaction with different types of motivation and other constructs associated with it.

It is true of both sectors that individuals showing self-determined behaviour are also more satisfied with life. By internalising external regulation, they experience greater autonomy in a given activity and are consequently more satisfied with themselves – they have more self-confidence (Deci & Ryan, 1995, in Ryan & Deci 2000) and are thus also more satisfied with their lives (Ilardi et al., 1993, in Gagné & Forest, 2008; Ryan, Deci & Grolnick, 1995, in Ryan & Deci, 2000; Baard et al., 2004).

The association between the self-determination index and life satisfaction is positive and statistically significant. This association confirms that employees with a highly expressed index show autonomous, self-determined behaviour, which is associated with life satisfaction.

We were also interested in the association between life satisfaction and different types of motivation (Table 3). It is interesting to note that a greater number of types of motivation with a positive, statistically significant association with life satisfaction was observed among employees in the private sector – in this sector, associations with integrated regulation, identified regulation and external regulation were found. Other research has shown that employees who show more extrinsic forms of motivation had more negative life outcomes (poorer mental health, lower life satisfaction, lower self-confidence, more conflicts with friends and family and greater tobacco consumption; e.g. Kasser & Ryan, 2001; McHoskey, 1999; Ryan et al., 1999; Schmuck, Kasser & Ryan, 2000; Sheldon & Kasser, 1995; Williams, Cox, Hedberg & Deci, 2000, in Vansteenkiste, Simons, Lens, Sheldon & Deci, 2004). In our case we noted precisely the opposite – the more employees have extrinsic motivators, the more satisfied they are with life. Employees in the private sector are therefore satisfied with life regardless of whether they are motivated by intrinsic or extrinsic motivators. Perhaps these employees have poorer basic working conditions than employees in the public sector, and the mere satisfaction of these needs leads to greater happiness or life satisfaction.

Differentiating between jobs, we found that among managers there is a positive and statistically significant association only between life satisfaction and intrinsic motivation, while among non-managers, there is, in addition to intrinsic motivation, also an association with integrated regulation and identified regulation. We can probably see a phenomenon of the positive association of life satisfaction with extrinsic motivators that is similar to what was noted above in the differentiation between sectors; perhaps among non-managers (as opposed to managers), there is a certain feeling of unfulfilled working conditions or other feelings of inferiority, for which reason non-managers become more satisfied with life in the presence of extrinsic motivators.

5 Conclusions

Among all employees (study participants) we found that motivation in one's work is most associated with intrinsic factors, and that the fewest in number are those employees who are amotivated in their work. Employees in the private sector are slightly more amotivated than in the public sector, but the differences are not statistically significant. The results showed that intrinsic motivation rises with level of education. We might expect amotivation to drop with a rise in education, but our sample did not show this. In terms of

gender we found no major differences; integrated regulation is an exception, as women expressed this type of motivation slightly more than men. In our research, more self-determined or autonomous behaviour was shown by employees in the public sector, managers and employees with a university-level education.

We found no differences in life satisfaction in terms of sector. Equally, there are no differences between managers and non-managers. However, life satisfaction does rise with level of education.

5.1 Drawbacks of the research, possibilities for further research and recommendations

Despite the appropriate size of the sample (a little less than 300 persons), given the theory used and other research using the Work Extrinsic and Intrinsic Motivation Scale questionnaire we anticipated more statistically important differences between sectors and jobs. One reason for a lack of these differences in the case of the latter could be the much smaller number of participating managers compared to non-managers. The other reason is the selection of participants using the snowball principle within selected organisations – the task of obtaining data could have been approached more systematically. Perhaps we could have also researched more precisely the differences between various public sector fields (healthcare, education, state administration, the police, etc.) and compared these fields.

In our research we focused solely on the association between motivation and life satisfaction. It would have been interesting if we would have also researched possible associations with job satisfaction, organisational commitment, work values, work efficiency and so forth.

In creating appropriate conditions for developing intrinsic motivation, we should not forget about the social environment. Within organisations there is a need to ensure a suitable atmosphere between superiors and subordinates and among co-workers. There is also a need to focus on all employees, since each individual responds differently to obligations and changes in their environment, with some being more intrinsically motivated and others needing more verbal encouragement and guidance.

It would be beneficial to introduce the issue of what motivates employees in annual talks and recruitment interviews. Managers must immerse themselves more in learning about their subordinates and creating an environment where different individuals will develop intrinsically motivated behaviour to the greatest possible extent. It would be good for managers and other employees to educate themselves about what in fact motivation is. Organisations should devote greater attention to intrinsic motivation factors – more training in communication skills, listening, offering individual feedback with open hints, what the organisation expects, and suggestions as to how employees should

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develop. There can be no doubt that in difficult times, such as during a global financial crisis or a crisis in a company, employees are more motivated by regular pay, higher pay and bonuses; in the long term, however, this reduces their intrinsic motivation.

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