

**NEAR EAST UNIVERSITY**

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**DEPARTMENT OF BUSINESS ADMINISTRATION**

**“WHAT MOTIVATES PUBLIC SECTOR EMPLOYEES IN NORTHERN  
CYPRUS?”**

**GRADUATION PROJECT  
MAN 400**

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## ABSTRACT

Efforts to improve the performance of public organizations hinge in part on the ability to successfully motivate public employees. Often looking towards the private sector for guidance, reform efforts frequently have borrowed tool used buusiness management .One example is the pay-for-performance systems that continue to be frequently adopted in the public sector (Kellough and Lu,1993).

The purpose of study is descriptive study. The type of investigation is correlational study. The extend of researcher interference of the study is minimal. The study setting is field study. The time horizon for the study is cross sectional.the unit of analysis is individual study. Sampling method is divided by two part.Firstly quota sampling will be used. Because the study is based on only Prime Ministry of Northen Cyprus employees. Second part of the sampling is simple random.

The aim of study is to find “what motivates public sector employees?” Because citizen have some complains about public sector. The most important factor of public sector is its employees. If we want to make public sector efficient, we should find “what motivate public sector employees”. Also this study will help to understand the characteristics of public sector employees in TRNC, motivational functions of public sector employees, differences between private sector employees and what should we implement to meet the best motivation of public sector.

**Key words:** Motivation, Public sector, Private sector, Public sector employees.

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# **SECTION 1**

## **INTRODUCTION**

### **1.1 Introduction**

This section attempts to set the terms in relation to the topic area, problem situation, the problem statement and objectives of this project.

### **1.2 Statement of the topic**

It is related with what motivates public sector employees. Firstly we should know, what is the public and private sector, then what are the characteristics of public and private employees.

Public services are very important in Northern Cyprus. Also public sector employees are very important to public service. But there is an important problem in our country that public service is not effective. And it creates time losses, material losses and lack of confidence to government. The most important reason of less efficiency is lack of motivation of employees. I want to find, "How can public employees are employed most effectively." This study will help to understand the what motivates public sector employees in Northern Cyprus and it will help to choose the best motivational functions for the public employees.

### **1.3 Problem situation**

Motivation is a basic psychological process. Few would deny that it is the most important focus in the micro approach to organizational behavior. Many people equate the causes of behavior with motivation (F.Luthans,1995).



Public service is part of the mix economy that covers the activities of the health service, the social services, public transport, the police, the local public services, etc., as well as state owned industries and public corporations. Private service is the part of an economy free of direct state control. In mixed economy most commercial and industrial firms are in the private sector and they are run by private enterprises. Owners get all the profit or they must accept all the loss in the private sector (Ö. Dinçer ,2000,Introduction To Business). Paul Light suggests that public employees are seeking “a good job, with challenge, learning opportunities, a good boss, the chance to make an impact, even a bit of public respect” (Paul Light 2000:22). Conventional wisdom in the academic public administration literature holds that public employees are different than their private sector counterparts. The public sector has been portrayed more as a calling, a sense of duty, rather than a job (Perry,1996;Staats,1988).

Public administrators are characterized by an ethic to serve public, hence they are motivated by different job characteristics than are private sector employees. In particular, workers in government organizations are seen as more motivated by a concern for the community and a desire to serve public interest. Research has focused on identifying the components of this public service ethic and asking if it is indeed characteristic of public employees. (Perry, 1996)

Public sector is very important constitution in our country. There are some problems in the public sector in Northern Cyprus. Citizen has some complains about working of the public employees. For example; they are waiting very much, they behave rudely or they are very indifferent. It creates lack of confidence to the government. So how we can make them to work more effectively. This study tried to find the correct way to motivate the public employees to provide better service.

#### **1.4 Problem statement**

Motivation and the performance of the public employees in Northern Cyprus has long been criticised by all parties. However, no formal or scientific investigation have so far been carried out to understand the factors that affect the motivation of these employees.

The purpose of this project is identify and describe the factors that motivate the public sector employees in Northern Cyprus.

## **SECTION II**

### **MOTIVATING PUBLIC SECTOR EMPLOYEES:**

#### **A BRIEF LITERATURE REVIEW**

##### **2.1 Introduction**

This section is a brief review of the literature on “what motivates public sector employees in Northern Cyprus?” with an aim to identify and define the correlations of the variables involved.

##### **2.2 Motivation**

###### **2.2.1 Definition of motivation**

Motivation is a basic psychological process. Few would deny that it is the most important focus in the micro approach to organizational behavior. Many people equate the causes of behavior with motivation (F.Luthans, 1995).

Mescon, Boves and Thill (1999) define motivation as a force that moves the individual to take action. In some cases fear of management or of losing a job may move someone to take action, but such negative motivation action is much less effective than encouraging an employee's own sense of direction, creativity and pride in doing a good job. Effective managers take into account employees individual needs and show them how those needs can be satisfied within the organization's framework. The key to effective motivation is to demonstrate to employees that their individual needs detail with the needs of the organization. The motivational force formula proposed by Vroom(1964), in relation to monetary incentives, provides the framework for the motivation function. It will be recalled that the formula suggests that the motivational impact upon an employee of an attempted managerial influence

is heavily influenced by the employee's assessment of (1) the anticipated valence or value of the perceived outcome of the prescribed behavior and (2) the strength of the expectancy that the behavior will actually result in a realization of the outcome.

According to Edwin B. Flippo (1984), just as the employee has certain wants that the organization is expected to supply, the organization has certain types of behavior that wishes to elicit from the employee. The managerial responsibility for eliciting this behavior is usually termed "direction" or "motivation". In essence, it is a skill in aligning employee and organizational interests so that behavior results in achievement of employee wants simultaneously with attainment of organizational objectives.

### **2.2.2 Motivational drives**

Each person tends to develop certain motivational drives as a product of the cultural environment in which that person lives, and these affect the way people view their jobs and approach their lives. Much of the interest in these patterns of motivation was generated by the research of David C. McClelland of Harvard University (1961). He developed a classification scheme highlighting three of the more dominant drives and pointed out their significance to motivation. His studies revealed that people's motivational drives reflect elements of the culture in which they grow up— their family, school, church, and books. In most nations, one or two of the motivational patterns tend to be strong among the workers because they have grown up with similar background. In addition to McClelland's discussion of the drives for achievement, affiliation, and power, the competence motive is important factor in current attempts to attain high-quality products and services.



- **Achievement Motivation:** Achievement motivation is a drive some people have to pursue and attain goals. . (David C. McClelland of Harvard University ,1961.)
- **Affiliation Motivation:** Affiliation motivation is a drive to relate to people on a social basis (David C. McClelland of Harvard University ,1961).
- **Competence Motivation:** Competence motivation is a drive to be good at something, allowing the individual to perform high-quality work (David C. McClelland of Harvard University ,1961).
- **Power Motivation:** Power motivation is a drive to influence people and change situations (David C. McClelland of Harvard University, 1961).

### 2.2.3 Motivation Theories

There are a number of different views as to what motivates workers. The most commonly held views or theories are discussed below and have been developed over the last 100 years or so. Unfortunately these theories ended with different conclusions!

( [www.changingminds.com/motivation-theories](http://www.changingminds.com/motivation-theories))

#### 2.2.3.1 Taylor

Frederick Winslow Taylor (1856 – 1917) put forward the idea that workers are motivated mainly by pay. His Theory of Scientific Management argued the following:

Workers do not naturally enjoy work and so need close supervision and control. Therefore managers should break down production into a series of small tasks. Workers should then be given appropriate training and tools so they can work as efficiently as possible on one set task. Workers are then paid according to the number of items they produce in a set period of time- piece-rate pay. As a result workers are encouraged to work hard and maximise their productivity. Taylor's methods were widely adopted as businesses saw the benefits of

increased productivity levels and lower unit costs. The most notable advocate was Henry Ford who used them to design the first ever production line, making Ford cars. This was the start of the era of mass production ( [www.changingminds.com/motivation theories](http://www.changingminds.com/motivation-theories)).

Taylor's approach has close links with the concept of an autocratic management style (managers take all the decisions and simply give orders to those below them) and McGregor's Theory X approach to workers (workers are viewed as lazy and wish to avoid responsibility).

However workers soon came to dislike Taylor's approach as they were only given boring, repetitive tasks to carry out and were being treated little better than human machines. Firms could also afford to lay off workers as productivity levels increased. This led to an increase in strikes and other forms of industrial action by dis-satisfied workers.

( [www.changingminds.com/motivation theories](http://www.changingminds.com/motivation-theories))

#### **2.2.3.2 Mayo**

Elton Mayo (1880 – 1949) believed that workers are not just concerned with money but could be better motivated by having their social needs met whilst at work (something that Taylor ignored). He introduced the Human Relation School of thought, which focused on managers taking more of an interest in the workers, treating them as people who have worthwhile opinions and realising that workers enjoy interacting together. Mayo conducted a series of experiments at the Hawthorne factory of the Western Electric Company in Chicago ( [www.changingminds.com/motivation theories](http://www.changingminds.com/motivation-theories)). He isolated two groups of women workers and studied the effect on their productivity levels of changing factors such as lighting and working conditions. He expected to see productivity levels decline as lighting or other conditions became progressively worse. What he actually discovered surprised him: whatever the change in lighting or working conditions, the productivity levels of the workers improved or remained the same. From this Mayo concluded that workers are best motivated by:

- **Better communication** between managers and workers ( Hawthorne workers were consulted over the experiments and also had the opportunity to give feedback)
- **Greater manager involvement** in employees working lives ( Hawthorne workers responded to the increased level of attention they were receiving)
- **Working in groups or teams.** ( Hawthorne workers did not previously regularly work in teams)

In practice therefore businesses should re-organise production to encourage greater use of team working and introduce personnel departments to encourage greater manager involvement in looking after employees' interests. His theory most closely fits in with a paternalistic style of management.

### 2.2.3.3 Maslow

Abraham Maslow (1908 – 1970) along with Frederick Herzberg (1923-) introduced the Neo-Human Relations School in the 1950's, which focused on the psychological needs of employees. Maslow put forward a theory that there are five levels of human needs which employees need to have fulfilled at work ( [www.changingminds.com/motivation theories](http://www.changingminds.com/motivation-theories)).

All of the needs are structured into a hierarchy and only once a lower level of need has been fully met, would a worker be motivated by the opportunity of having the next need up in the hierarchy satisfied. For example a person who is dying of hunger will be motivated to achieve a basic wage in order to buy food before worrying about having a secure job contract or the respect of others. A business should therefore offer different incentives to workers in order to help them fulfill each need in turn and progress up the hierarchy . Managers should also recognise that workers are not all motivated in the same way and do not all move up the hierarchy at the same pace. They may therefore have to offer a slightly different set of incentives from worker to worker



Figure 2.1: Model of Maslow's Hierarchy of Needs

Self-actualization and fulfillment
Esteem and Status
Belonging and Social Needs
Safety and Security
Physiological Needs

#### 2.2.3.4 Herzberg

Frederick Herzberg (1923-) had close links with Maslow and believed in a two-factor theory of motivation. He argued that there were certain factors that a business could introduce that would directly motivate employees to work harder (**Motivators**). However there were also factors that would de-motivate an employee if not present but would not in themselves actually motivate employees to work harder (**Hygiene factors**).

Motivators are more concerned with the actual job itself. For instance how interesting the work is and how much opportunity it gives for extra responsibility, recognition and promotion. Hygiene factors are factors which 'surround the job' rather than the job itself. For example a worker will only turn up to work if a business has provided a reasonable level of pay and safe working conditions but these factors will not make him work harder at his job once he is there. Importantly Herzberg viewed pay as a hygiene factor which is in direct

contrast to Taylor who viewed pay, and piece-rate in particular ( [www.changingminds.com/motivation-theories](http://www.changingminds.com/motivation-theories)).

Herzberg believed that businesses should motivate employees by adopting a democratic approach to management and by improving the nature and content of the actual job through certain methods. Some of the methods managers could use to achieve this are:

- **Job enlargement** – workers being given a greater variety of tasks to perform (not necessarily more challenging) which should make the work more interesting. (Frederick Herzberg, 1923- ).
- **Job enrichment** - involves workers being given a wider range of more complex, interesting and challenging tasks surrounding a complete unit of work. This should give a greater sense of achievement (Frederick Herzberg, 1923- ).
- **Empowerment** means delegating more power to employees to make their own decisions over areas of their working life (Frederick Herzberg, 1923- ).

**Figure 2.2 The model of Herzberg's motivation-maintenance**

Work itself, Achievement, Possibility of Growth, Responsibility
Advancement, Recognition Status
Relations with supervisors Peer relations Relations with subordinates Quality of Super vision
Company Policy and Administration Job security
Working conditions pay

- **Motivational factors:** Work itself, achievement, possibility of growth, responsibility, advancement, and recognition.
- **Maintenance factors:** Status, relations with supervisors, peer relations, relations with subordinates, quality of supervision, company policy and administration, job security, working conditions, pay.

### 2.3 Employee attitudes

According to K. Davis and J. Newstrom (1993), employee attitudes are clearly important to organizations. When attitudes are negative, they are both a symptom of underlying problems, and a contributing cause of forthcoming difficulties in an organization. Declining attitudes may result in wildcat strikes, work slowdowns, absences, and employee turnover. They may also be a part of grievances, low performance, poor product quality and shabby customer service, employee theft, and disciplinary problems. The organizational cost associated with poor employee attitudes may severely reduce its bottom-line competitiveness.

Favorable attitudes, on the other hand, are desired by management because they tend to be connected with some of the positive outcomes that managers want. Employee satisfaction, along with high productivity, is hallmark of well-managed organizations. Employees increasingly expect to have concern shown for their attitudes and feelings, as Lane Kirkland bluntly suggests to workers in the second quote. Effective behavioral management that continuously works to build a supportive human climate in an organization can help produce favorable attitudes of employees toward their jobs, ways to obtain information about those attitudes, and how to use this information effectively to monitor and improve employee satisfaction ( K. Davis and J. Newstrom, 1993).

## 2.4 Employee needs

If you want to motivate your employees, you must know their needs. Edwin B. Flippo (1984) classified the employee's needs as pay, security of job, congenial associates, credit for work done, a meaningful job, opportunity to advance, comfortable, safe and attractive working condition, competent and fair leadership, reasonable orders and directions, and socially relevant organizations.

- **Pay:** This want helps in satisfying physiological, security, and egoistic needs. The design of a monetary compensation system is exceedingly complex since it serves to satisfy multiple needs and cannot alone motivate the whole person (Edwin B. Flippo, 1984).
- **Security of job:** Because of threats from technological change, this want is high on the list of priorities for many employees and unions. The underlying need of general security is also high on the list of priorities in the suggested need hierarchy of Maslow (Edwin B. Flippo, 1984).
- **Congenial associates.** This want issues from the social need of gregariousness and acceptance. Management can aid the process by carefully planned and executed induction programs, provision of means to socialize through rest periods and recreational programs, and promoting the formation of work teams through proper work-station layouts and human-related work procedures (Edwin B. Flippo, 1984).
- **Credit for work done.** This want issues from the egoistic classification of needs and can be supplied by management through verbal praise of excellent work, monetary rewards for suggestions, and public recognition through awards, releases in employee newspapers, and the like (Edwin B. Flippo, 1984).
- **A meaningful job.** This want issues from both the need for recognition and the drive toward self-realization and achievement. This is a very difficult want to supply,



particularly in large organizations having minute division of work and mechanically paced assembly lines. But, some research into the possibilities of job enrichment has indicated the possibility of integrating the need of employees for significant work and the need of the organization for productive, coordinated activity (Edwin B.Flippo, 1984).

- **Opportunity to advance.** Not all employees want to advance. Some feel the social needs more strongly than the egoistic ones. However, most employees like to know that the opportunity is there, should they desire to use it. This feeling is influenced by a cultural tradition of freedom and opportunity (Edwin B.Flippo, 1984).
- **Comfortable, safe, and attractive working conditions.** The want for good working conditions issue from the security need. The specific attributes, such as desks and rugs, constitute symbols of status denoting a hierarchy of importance. Many managements have discovered that the allocation of such status symbols can be quite as difficult as the allocation of money (Edwin B.Flippo, 1984).
- **Component and fair leadership.** The want of good leadership can issue from physiological and security needs. Good leadership helps to assure that the organization and its job will continue to exist. In addition, the ego demands that one respect persons from whom orders and directions are to be received. It is very frustrating to be subjected personally to a command from an individual who is deemed unworthy and incompetent (Edwin B.Flippo, 1984).
- **Reasonable orders and directions.** The order is the official communication of organization requirements. In general, it should be related to the requirements of the situation, capable of being executed, complete but not unnecessarily detailed, clear and concise, and given in a manner that stimulates acceptance. Unreasonable orders incapable of accomplishment serve only to increase insecurity and frustration.

Unreasonable orders that work contrary to the best interests of the organization may lead to a form of malicious obedience; the employee takes great delight in following them to the letter in hopes of harming the superior who merits little respect (Edwin B.Flippo, 1984).

- **A socially relevant organization.** The trend toward greater social expectations of private organizations has impact upon such an organization's employees expectations. This want issues from human needs of self esteem, and levies a highly challenging responsibility upon the organization's management (Edwin B.Flippo, 1984).

## **2.5 Public Sector**

Public service is part of the mix economy that covers the activities of the health service, the social services, public transport, the police, the local public services, etc., as well as state owned industries and public corporations (Ömer Dinçer, 2000).

### **2.5.1 Why is public sector required?**

From normative view, why is it that a public sector required? If one starts with the premises generally accepted in our society that (1) the composition of output should be in line with the preferences of individual consumers and that (2) there is a preference for decentralized decision making, why may not the entire economy be left to the private sector? Or, putting in differently, why is it that in a supposedly private enterprise economy, a substantial part of the economy is subject to some form of government direction rather than left to the "invisible hand" of market forces (R.Musgrave & P.Musgrave, 1989).

The prevalence of government may reflect the presence of political and social ideologies which depart from the premises of consumer choice and decentralise decision making. But

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this is only a minor part of story. More important, there is the fact that the market mechanism alone cannot perform all economic functions. Public policy is needed to guide, correct, and supplement it in certain respects. It is important to realise this fact, since it implies that the proper size of the public sector is, to a significant degree, a technical rather than an ideological issue (R.Musgrave&P.Musgrave, 1989).

A variety of reasons explain why such is the case, including the following:

- The claim that market mechanism leads to efficient resource use (i.e., produces what consumers want most and does so in the cheapest way) is based on the condition of competitive factor and product markets. Thus, there must be no obstacles to free entry and consumers and producers must have full market knowledge. Government regulation or other measures may be needed to secure these conditions.
- They may also be needed where competition is inefficient due to decreasing cost.
- More generally, the contractual arrangements and exchanges needed for market operation cannot exist without the protection and enforcement of a governmentally provided legal structure.
- Even if the legal structure is provided and barriers to competition are removed, the production or consumption characteristics of certain goods are such that they cannot be provided for through the market. Problems of “externalities” arise which lead to “market failure” and require correction by the public sector, either by way of budgetary provisions, subsidy, or tax penalty.
- Social values may require adjustments in the distribution of income and wealth which results from the market system and from the transmission of property rights through inheritance.
- The market system, especially in a highly developed financial economy, does not necessarily bring high employment, price level stability, and the socially desired rate



of economic growth. Public policy is needed to secure these objectives. As the events of the eighties have shown, this is the case especially in an open economy subject to international repercussions.

- Public and private points of view on the rate of discount used in the valuation of future (relative to present) consumption may differ.

### **2.5.2 Difference between public and private sector motivation**

Public service is part of the mix economy that covers the activities of the health service, the social services, public transport, the police, the local public services, etc., as well as state owned industries and public corporations. Private service is the part of an economy free of direct state control. In mixed economy most commercial and industrial firms are in the private sector and they are run by private enterprises. Owners get all the profit or they must accept all the loss in the private sector. (Ömer Dinçer, 2000)

S. Frank and G. Lewis (7/10/2002) have shown that the motivational bases of public and private sector are different. That businesses can motivate their workers with pay and advancement but that government can undercut its intrinsic motivators if it relies too heavily on these extrinsic motivators. Public sector employees do value useful, helpful, interesting jobs more (and high-paying jobs with good advancement opportunities less) than those in the private sector. To test whether the effects of these motivators also vary across sectors. In both sectors, an interesting job that allows one to help others and a strong desire for job security appeared to increase to probability that one will put in extra effort, and the size of the effect appeared to be about the same both sectors.

In 2002, S. Frank and G. Lewis showed that the public believes public employees “work less hard” and they are “less productive” than their private sector counterparts.

Conventional wisdom in the academic public administration literature holds that public employees are different than their private sector counterparts. The public sector has been portrayed more as a calling, a sense of duty, rather than a job (Perry, 1996; Staats, 1988).

Public administrators are characterized by an ethic to serve public, hence they are motivated by different job characteristics than are private sector employees. In particular, workers in government organizations are seen as more motivated by a concern for the community and a desire to serve public interest. Research has focused on identifying the components of this public service ethic and asking if it is indeed characteristic of public employees (Perry, 1996).

Crewson (1997) found that public employees rated performing work helpful to society and to others, and a feeling of accomplishment as more important job characteristics than private sector employees. Furthermore, government workers rated a feeling of accomplishment higher than private employees. These findings led Crewson to conclude that public employees generally ranked higher on intrinsic rewards than private sector employees. In contrast, Maidani (1991) found no difference between the two groups on the importance of intrinsic factors but did report that government workers value extrinsic factors more than private employees. In sum, research on reward motivators provides some support for the argument that public employees are characterized by a public service motive. Government employees generally have been found to rate intrinsic rewards more highly than do private sector workers. In contrast, private employees focus more on extrinsic rewards in the form of high pay, status and prestige, and promotion. However, Baldwin (1987), Gabris and Simo (1995)

suggest that although differences may exist between public and private employees, these differences are exaggerated in the research literature.

### **2.5.3 What are public employees looking for in job?**

Generally, government owns more than half of the public capital. Usually public sectors based on in the service of people. For many people, public service is more than just a job or simply a place of employment. In answer to the question "What are public employees looking for in a job," Paul Light suggests that public employees are seeking "a good job, with challenge, learning opportunities, a good boss, the chance to make an impact, even a bit of public respect" (Paul Light 2000:22).

### **2.5.4. Public service employee motivation**

More broadly, public service motivation can be characterized as a reliance on intrinsic rewards over extrinsic rewards (Crewson, 1997). Intrinsic rewards are derived from the satisfaction an individual receives from performing task. Examples of these are a sense of accomplishment and feeling self-worth. In contrast, extrinsic rewards are, a pay raise, a promotion, job security, and prestige.

### **2.5.5 To measure public sector employees motivation**

Perry (1996) offers the most complete effort to measure public service motivation. He defines it as "an individual's predisposition to respond to motivates grounded primarily or uniquely in public institutions and organizations" (Perry,1996) Using survey data, Perry developed a measure of public service motivation that has four components: attraction to policy making, commitment to the public interest, compassion, and self sacrifice.



It has been commonly assumed that public sector organizations are more likely to employ individuals whose values and needs are consistent with the public service mission of the organization (Baldwin, 1984; Crewson, 1997; Perry & Wise, 1990; Perry, 1996, 1997). Charged with promoting general social welfare, as well as the protection of the society and every individual in it, public organizations often have missions with broader scope and more profound impact than typically found in the private sector (Baldwin, 1984). The composition of the public workforce has been expected to reflect the nature of the work in the public sector by attracting employees who desire greater opportunities to fulfill higher-order needs and altruistic motives by performing public service. It is these individual characteristics that are often thought as the key to motivating behavior because "understanding the values and reward preferences of public managers is essential in structuring organizational environments and incentive systems to satisfy those preferences" (Wittmer, 1991:369). In fact, it is believed that the importance public employees place on the opportunities thought to be more readily available in the public sector, such as performing altruistic acts or receiving intrinsic rewards, compensates for the low levels of extrinsic rewards associated with the public sector and explains why no differences have been found between public and private employee work motivation (Baldwin, 1984, 1987; Emmert & Taher, 1992; Posner & Schmidt, 1982; Rainey, 1979, 1983).

The assumption that public and private sector employees are similar runs counter to conventional wisdom in the scholarly public administration literature. It is generally believed that the public employee is motivated by a sense of service for the public not found among private employees (Staats, 1988; Perry and Wise, 1990; Gabris and Simo 1995).

## **2.6 Public Sector in Northern Cyprus**

Having big size of public sector is one of the main problems of TRNC. The indicator of big size economy is the ratio of the public expenditure in GNP. TRNC has public expenditure ratio to GNP of 50.2 % in 2004. Another indicator for size of public sector is number of public employees. 21.9 % of working population are public employees ( SPO, 2004).

### **2.6.1 Public sector management structure**

Turkish Republic of Northern Cyprus is governed by a parliamentary system. A Prime Minister who has ten ministers heads the government. The ministries are:

1. Prime Minister's Office
2. Deputy Prime Minister and Secretary of State
3. Ministry of Foreign Affairs
4. Ministry of Internal Affairs
5. Ministry of Economy and Finance
6. Ministry of Culture and Education
7. Ministry of Public Works and Transportation
8. Ministry of Agriculture, National Resources, and Energy
9. Ministry of Health
10. Ministry of Youth, Sport and Environment
11. Ministry of Labour, Inhabitation and Social Security

Each ministry has its own management structure nominated by the laws. The minister, undersecretary, manager, and other staff can be found in the management structure. Each ministry has a different structure and staff, since their functions differ greatly.

The ministries have sub-offices working under their supervision. There are also State Economic Enterprises, Banks and other various organizations with direct functional links to the ministries. This administration structure is an inefficient one with many management levels of the government. The interlinked mesh of information system causes bottlenecks within the bureaucratic structure. The problem of oversized government is a result of this complex multi-layer administration.

In practice, the ministries are not responsible for direct contact with the general public. They are designed to be coordination centers for the operations of their sub offices. The ministry offices (separate offices than the ministries with their own staff) act as the functional units for the general public. Problems, demands, and paperwork are processed in these offices. Each ministry may have one or more ministry offices.

#### 2.6.2 The structure of prime ministry in TRNC

<b>Prime Mininistry of TRNC and its departments</b>	<b>Number of active employee</b>
<b>Prime Mininistry of TRNC</b>	51
General Secretary of Council of Ministers	15
Personnel Department	47
Cooperative Department	56
State Planning Organization	47
State Printing Management	34
Central Condition Department	3
National Archives and Research Department	9
<b>TOTAL</b>	<b>262</b>

Figure 2.3 Prime Ministry of TRNC, its departments and their active employee numbers.

The prime ministry in TRNC has seven institution. These are listed above and they all related with this study.

## **2.7 Conclusion**

This literature review gives a review of the literature on what motivates public sector employees in Northern Cyprus . Main variables identified and their correlations are discussed in the next section.



## **SECTION III**

### **THEORETICAL FRAMEWORK**

#### **3.1 Introduction**

This section illustrates the theoretical framework of “What motivates public sector employees in North Cyprus?”

#### **3.2 Theoretical framework**

The figure 3.1 illustrates the theoretical framework that has been derived from the literature review carried out in section II. The framework is adopted for the proposed study subject to some changes that may occur during the early investigations of the actual study.

# Theoretical Framework of Public Sector Employees Motivation

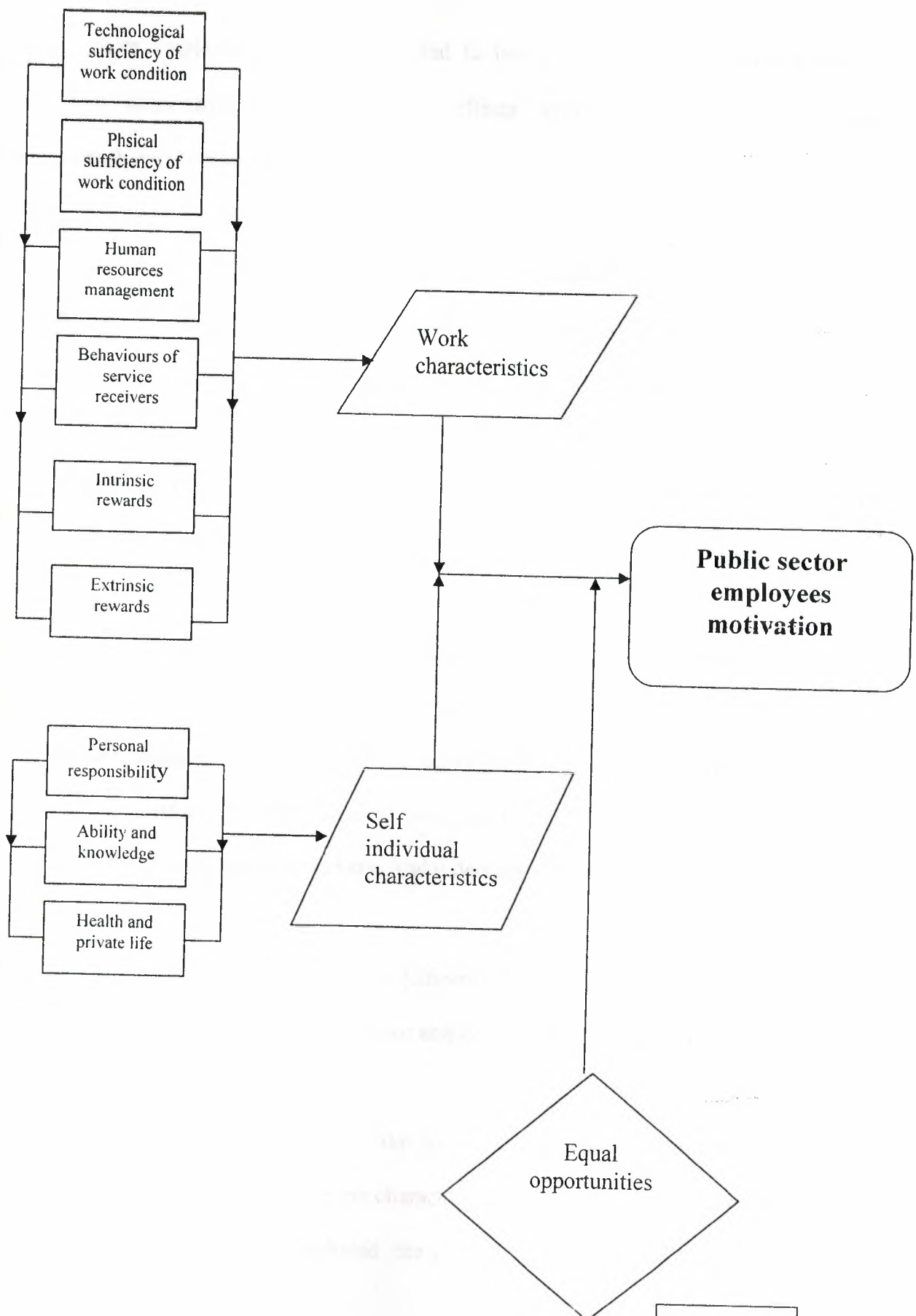


Figure 3.1

Public sector employees motivation divided to two parts; work characteristics and self individual characteristics. Each of them affects work attractiveness for employees, consequently workers motivation.

Also work characteristics are divided by six parts; technological sufficiency of work condition, physical sufficiency of work condition, human resources management, behaviors of service receivers, intrinsic rewards and extrinsic rewards. Each of them depend on other ones.

Technological sufficiency includes; online systems in work condition and using modern computers. Technological sufficiency improves easy and fastly service.

Modern, tidy, and clean work condition create maximum physical sufficiency of work condition. Also modern and useful office tools are very important. Human resources management includes, sufficiency of employee numbers, workers harmony. Employee number is very effective to motivation. If number of employees are too much or less, some problems will be occur between workers. And it decreases work motivation.

If behaviours of public service receivers (citizens) are respectfull, this will increase public employees motivation, because public sector employee's prestige is very important to them.

Intrinsic and extrinsic rewards effect the job characteristics. If administrators increase rewards, employees will learn better job characteristics and it will increase the public service motivation. Intrinsic rewards included the job satisfaction (when administrator behaviors

are better). These rewards are given by public sector administrator. Extrinsic rewards included pay rise, promotion, job security and prestige. Intrinsic rewards are more important than extrinsic rewards to good job characteristics. More broadly, public service motivation can be characterized as a reliance on intrinsic rewards over extrinsic rewards (Crewson, 1997). Intrinsic rewards are derived from the satisfaction an individual receives from performing task. Examples of these are a sense of accomplishment and feeling self-worth. In contrast, extrinsic rewards are, a pay raise, a promotion, job security, and prestige.

Self individual characteristics includes, personal responsibility, workers ability and knowledge, health and private life. These factors always effect people in their normal life, also they are important in their work life. If you are a manager in public sector and you give your employees different or more responsibility with more resources, their motivation will be increase. Only responsibility is not enough to work more efficiently. If workers haven't got any knowledge or personal ability about their branch, managers or administrators can not motivate them to increase their performance. So work conditions are also important. Health and private life of public employees are seen as highly important factors. Their private life and health will affect their concentration to the work and as a result they will like or dislike their jobs. If they have any problem in their health or with their family they can not concentrate on their jobs.

In work life, if employees see any inequity behaviour from managers, their motivation will decrease. Also equal opportunity providing is very important in the work life. So equity is also important factor that affects motivation.

### 3.3 Hypotheses

In the light of the theoretical illustrated in figure 3.1 . The following hypotheses are set for this study.

- There is a positive relationship between physical sufficiency and public employees motivation.
- There is a positive relationship between human resources management and public employees motivation.
- There is a relationship between behaviors of service receivers and public employees motivation.
- There is a positive relationship between personal responsibility and public employees motivation.
- There is a positive relationship between worker's ability and knowledge and public employees motivation.
- There is a positive relationship between health and private life and public employees motivation.
- There is a positive relationship between equal advantages and public employees motivation.
- There is a positive relationship between extrinsic rewards and public employees motivation.
- There is a positive relationship between intrinsic rewards and public employees motivation.



### 3.4 Conclusion

This section included a theoretical model for “what motivates public sector employees in Northern Cyprus?”, explanation of model components and relevant hypotheses.

## **SECTION IV**

### **METHODOLOGY**

#### **4.1 Introduction**

This section included sources of information, the study setting, the purpose of the study, the type of investigation, the extend of researcher interference, the time horizon for the study, the unit of analysis and sampling methods.

#### **4.2 Sources of information**

This section describes the sources of information, theoretical and empirical sources which will help to understand the study.

##### **4.2.1 Theoretical sources (secondary data)**

Theoretical sources of information are scanned and classified from, past articles, text books, journals which are included public sector and motivation at work. The study will only consider previous research carried out within the past fifteen years except the such previous finding that are regarded as classic on the topic area.

##### **4.2.2 Empirical sources (primary data)**

Empirical data is collected from Prime Ministry of Turkish Republic of Northern Cyprus employees. Data collection method of this study is questionnaire. Also I listened them and recorded their different and interesting ideas about public sector employees motivation. When I met them I got different, and useful ways to motivate them. In Northern Cyprus, public sector's real conditions are very different than general theoretical sources. Because North Cyprus has special and different situation than other countries. In my opinion, North Cyprus



can be called "Public Servant Country". Every person wants to get into public sector. Because in public sector, they are very relax and they can earn more money than private sector. Also last thirty years Turkish Cypriot people has began to nonprofitable.

### **4.3 Methodology**

#### **4.3.1 The purpose of the study**

Purpose of study is descriptive study. Because, it is undertaken in order to ascertain and be to describe the characteristics of the variables of interest in a situation (sekaran, 2003). I will use the past articles, interested books and internet.

#### **4.3.2 The type of investigation**

My type of investigation is correlational study. Because I am interested in delineating important ways to motivate public sector employees. When the researcher is interested in delineating the important variables associated with the problem, the study is called a correlational study (Sekaran, 2003).

#### **4.3.3 The extend of researcher interference**

The extend of researcher interference of my study is minimal. Because, a correlational study is conducted in the natural environment of the organization with minimum interference by the researcher with the normal flow of work. (Sekaran, 2003)

#### **4.3.4 The study setting**

My study setting is field study (noncontrived). Because I went to workers work offices and correlational studies done in organizations are called field study (Sekaran, 2003).

#### **4.3.5 The time horizon for the study**

The time horizon is cross sectional study. Because, a study can be done in which data are gathered just once, perhaps over a period of days or weeks or months, in order to answer a research question. Such studies are called one-shot or cross-sectional studies. (Sekaran, 2003)

#### **4.3.6 The unit of analysis**

The unit of analysis is individual study. Because the problem statement focuses on what motivates the public employees in general, this study interest in individual employees in the organization and would have to find out what we can find appropriate motivational functions. Here the unit of analysis is the individual.(Sekaran,2003)

#### **4.3.7 Sampling methods**

Sampling design of study divided to two part. Firstly, case study will be used. Case study, involves indepth, contextual analyses of similar situations in other organizations, where the nature and definition of the problrm happen to be the same as experienced in the current situation ( Sekaran 2003). There are not got enough time and possibility to meet all of the public sector employees . Also it needs a long time. So only Prime Ministry of TRNC employees are chosen. Second part of sampling is census. Because all of prime ministry workers are respondent.

#### **4.3.8 The Model Of The Research**

The survey was designed to have two different sections consists a total of 44 question. The first part includes demographic information, second part consists of the questions directed at determining public sector employee motivation. I took their means of each category and used them in my analysis.

The questions prepared to measure public sector employee motivation are five parts likert type. Of the test group it was asked to choose one of the five choices which go as: I definitely agree, I agree, I neither agree nor disagree, I do not agree and I definitely disagree.

The survey was held at Prime Ministry of Northern Cyprus. I met with 125 public servant and made my questionnaire.

#### **4.4 Conclusion**

This part give us methods that are used projects, sampling methods, models, sources of information, the study setting, the purpose of the study , the type of investigation, the extend of researcher interference, the time horizon for the study and the unit of analysis.

## SECTION V

### FINDINGS AND CONCLUSION

#### 5.1 Introduction

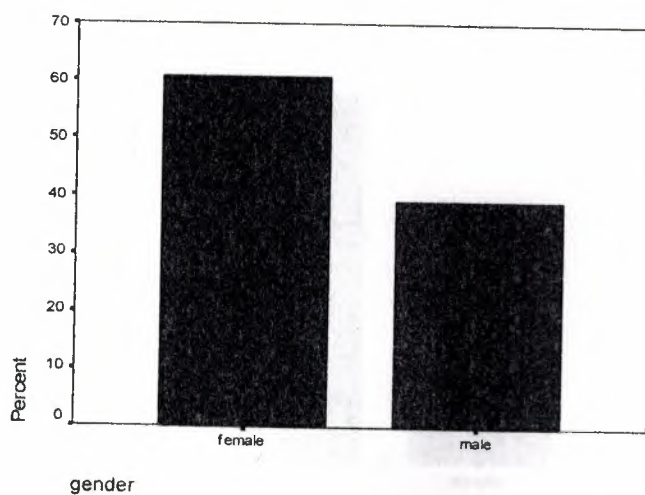
This section includes the findings and conclusion, which explain the result and findings of the study.

#### 5.2 Findings

Findings explain the results of questionnaire with the help of diagrams. To analyze the results SPSS software program used. First demographic analysis shown to understand the general structure of sample. Independent variables are also analyzed and compared with the theory.

##### 5.2.1 Demographic Analysis

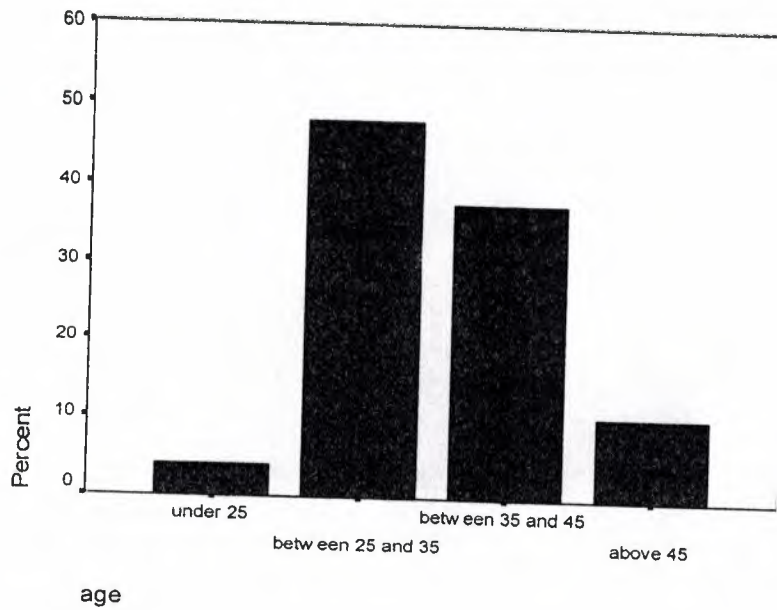
Graph 1: Gender



60 % of the sample is female and 40 % is male.

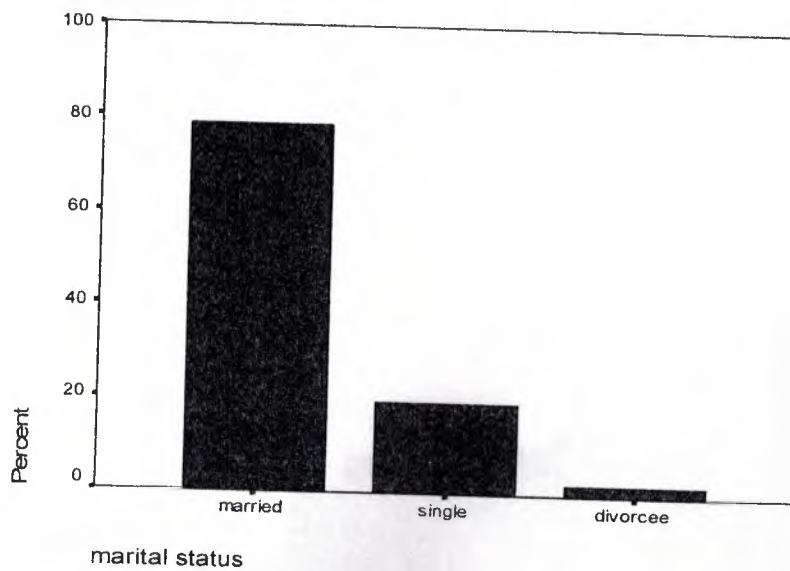


Graph 2: Age



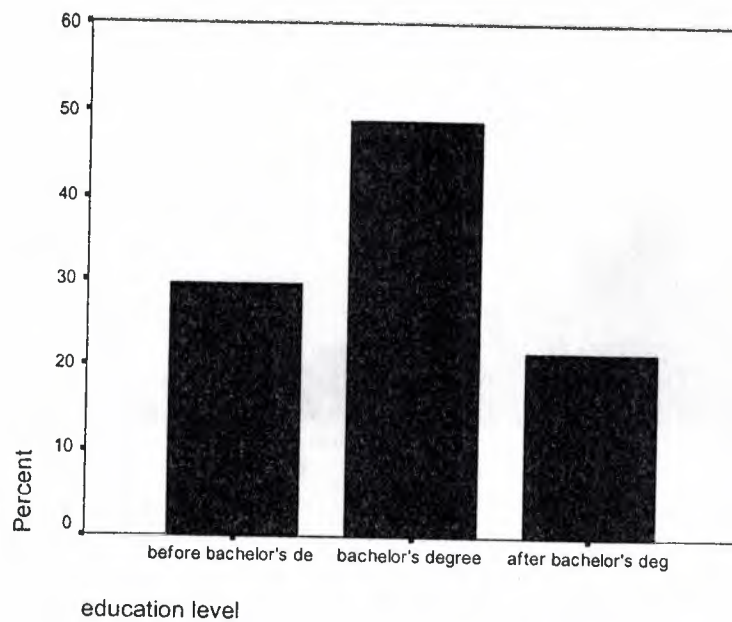
5 % of sample's ages are under 25, 47.5 % are between 25 and 35, 40 % are between 35 and 45, and 7.5 % are above 45.

Graph 3: Marital Status



78% of sample is married, 20% is single and 2% is divorced.

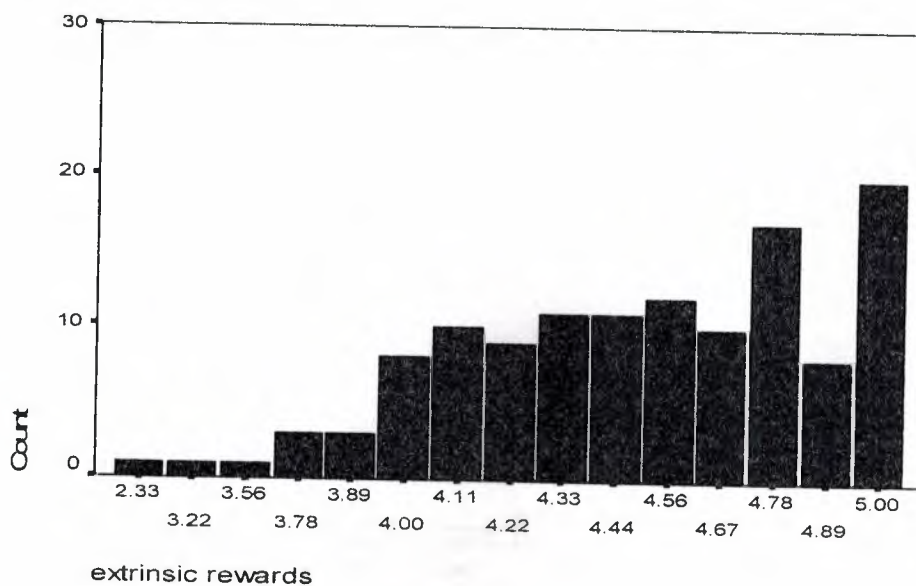
Graph 4: Education Level



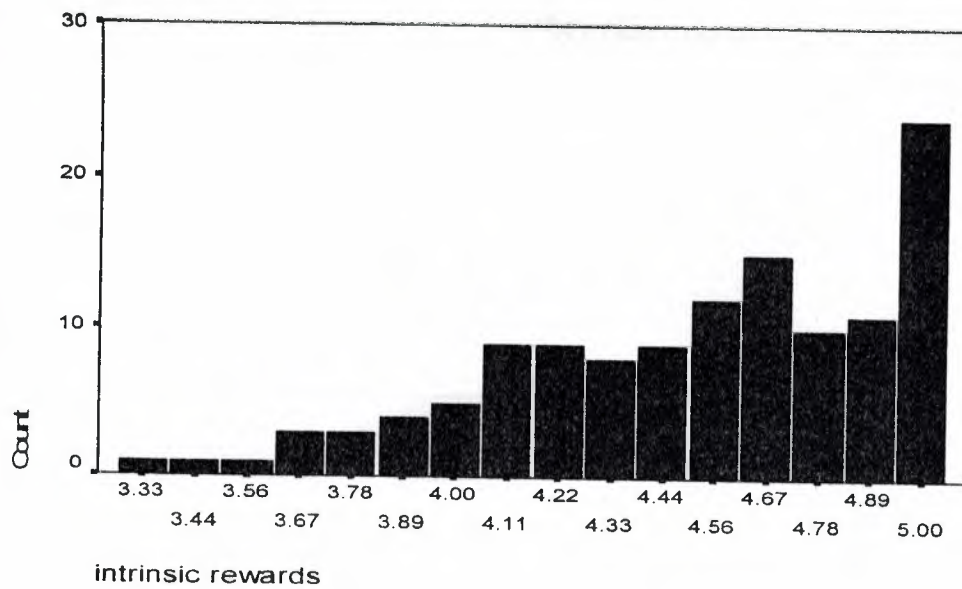
The education level of my sample consist of 30 % of before bachelor's degree, 50 % bachelor's degree, and 20 % after bachelor's degree.

### 5.2.2 Direct Questions Analysis

Graph 5: Extrinsic rewards

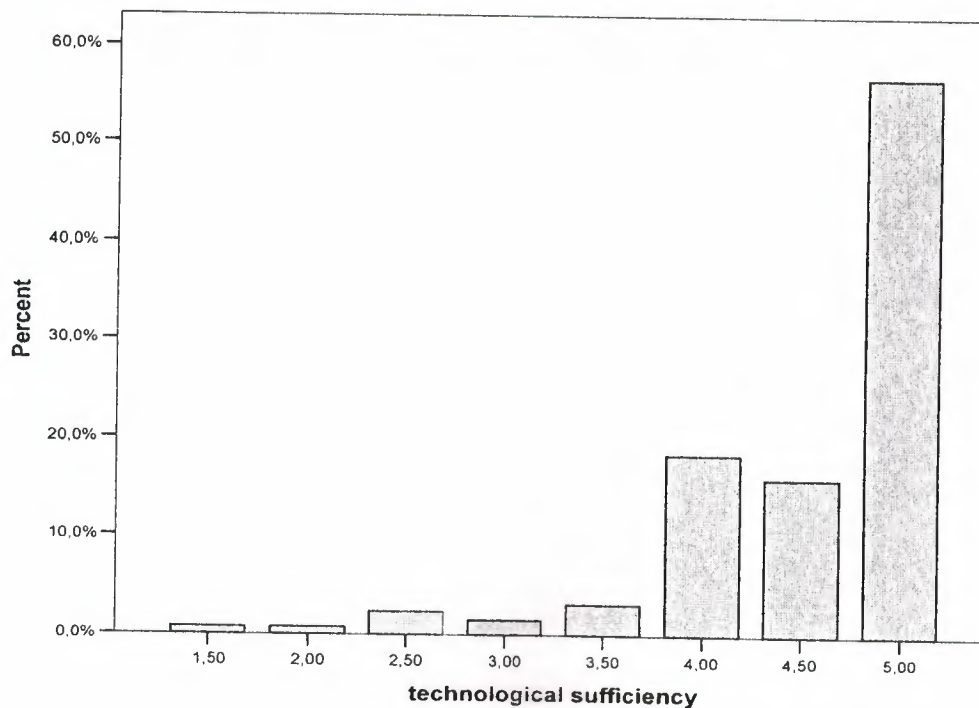


Graph 6: Intrinsic rewards



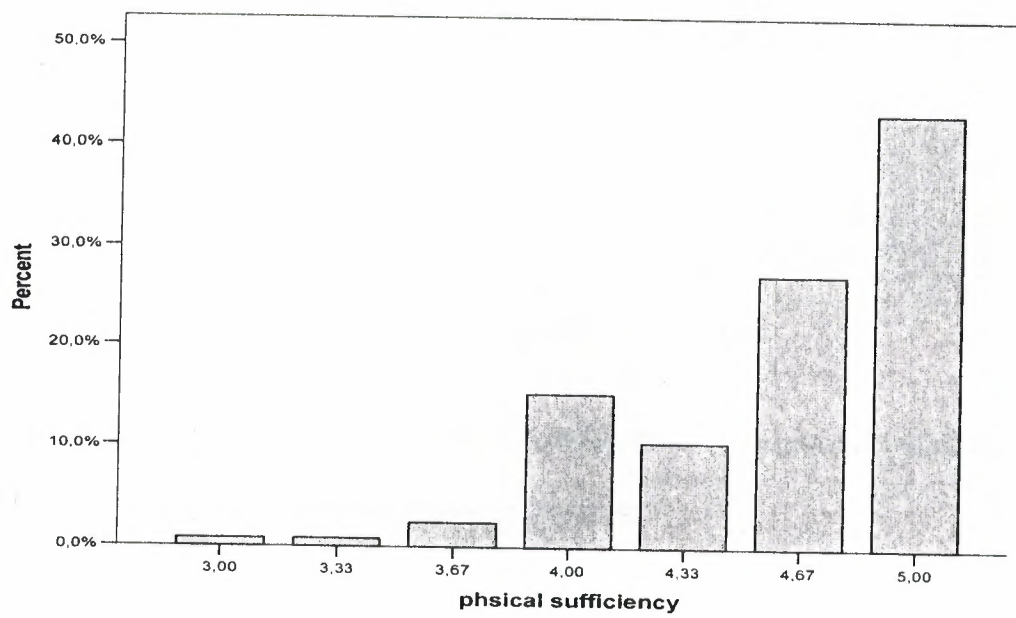
Graph 5 and 6 show us that, intrinsic rewards are more important than extrinsic rewards for public sector employees. This result is also supported by 'Crewson Theory'. Crewson (1997) found out that public employees generally ranked higher on intrinsic rewards than extrinsic rewards.

Graph 7: Technological sufficiency



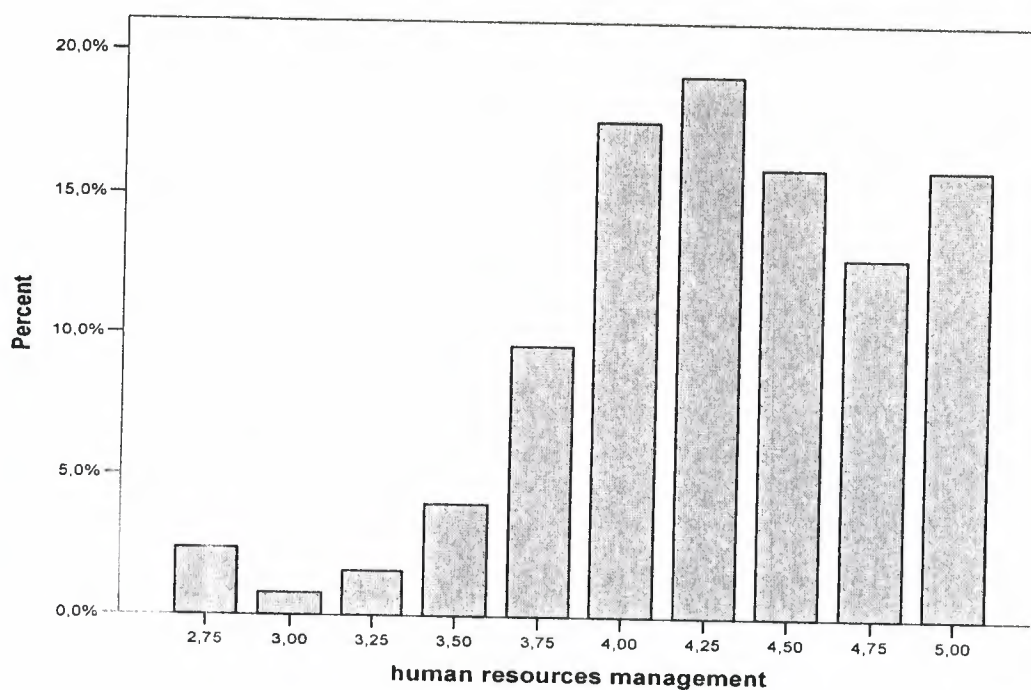
Graph 7 shows us that,Technological sufficiency in work conditions is very important for TRNC Prime Ministry workers. Because they can make their works easily and fastly with latest technology.

Graph 8: Physical sufficiency



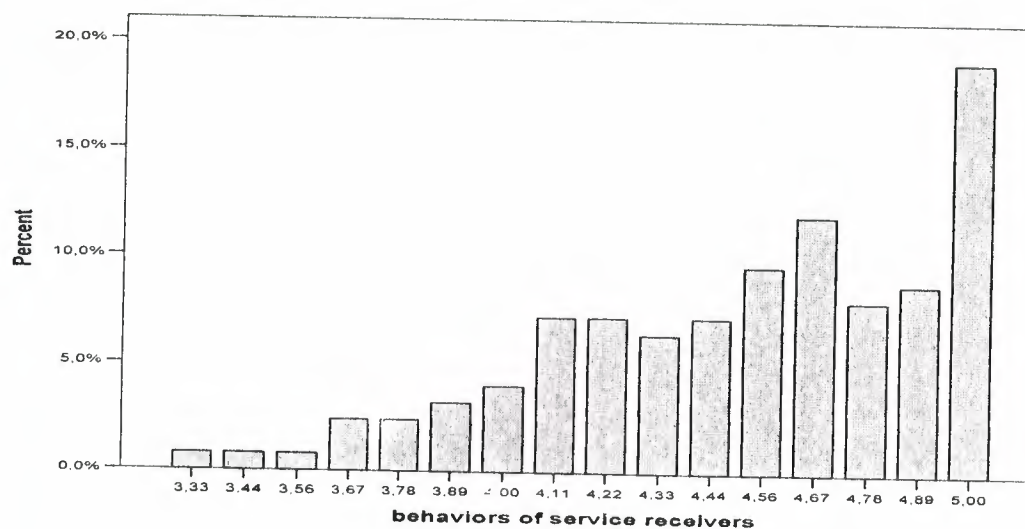


Graph 9: Human Resources Management



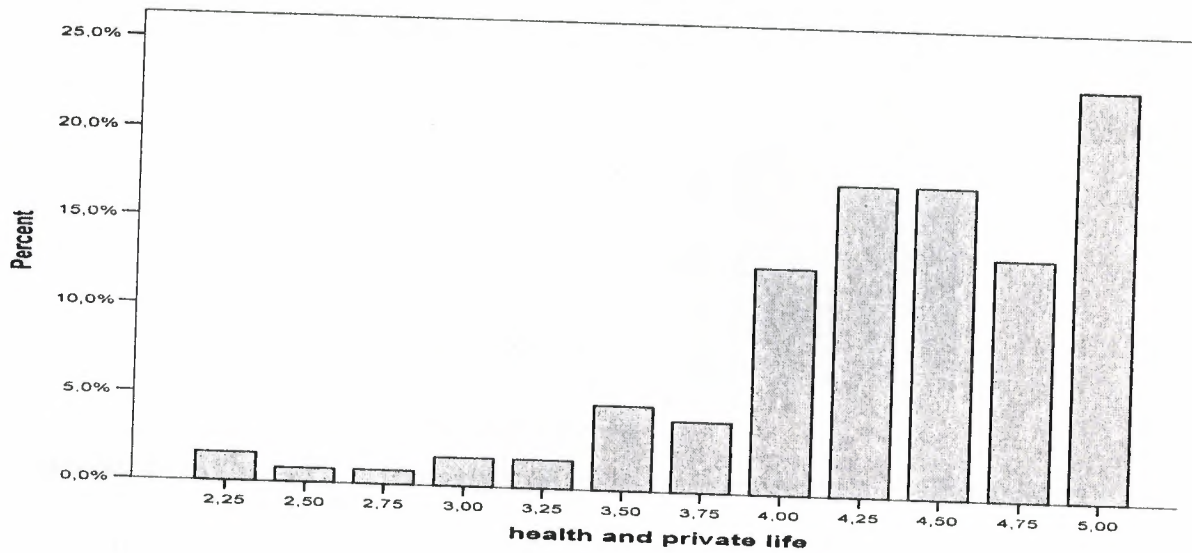
Graph 8 and 9 show us that human resources management and phsical sufficiency are necessary to public sector employee motivation.

Graph 10: Behaviors of Service Receivers



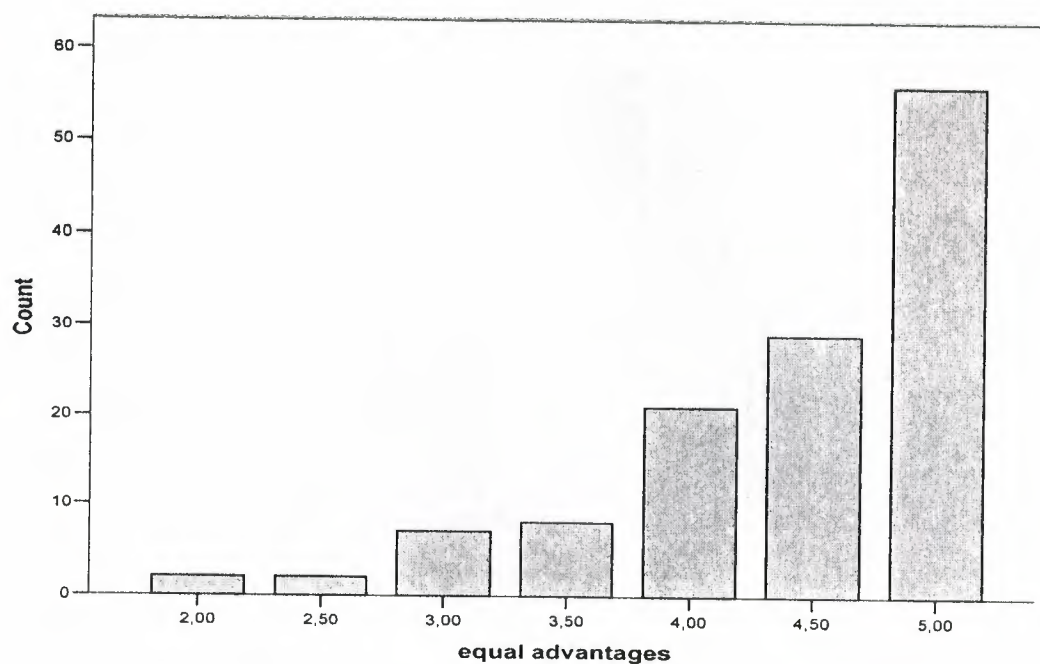
According to Graph 10, Public sector employee motivation is definitely affected from behaviors of service receivers.

Graph 11: Health and private life



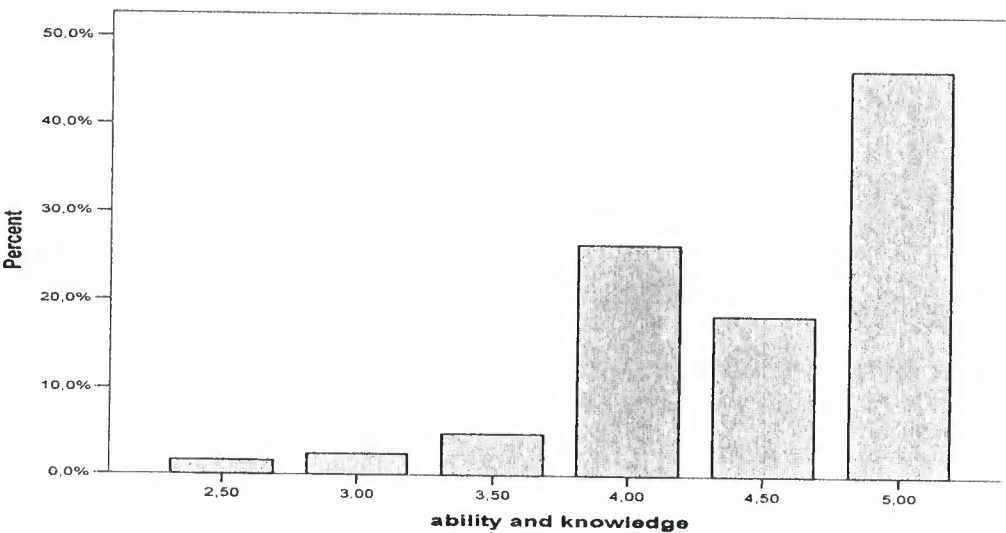
Graph 11 shows us that, health and private life are very important part of employee life. Also They effect employees motivation.

Graph 12: Equal advantages

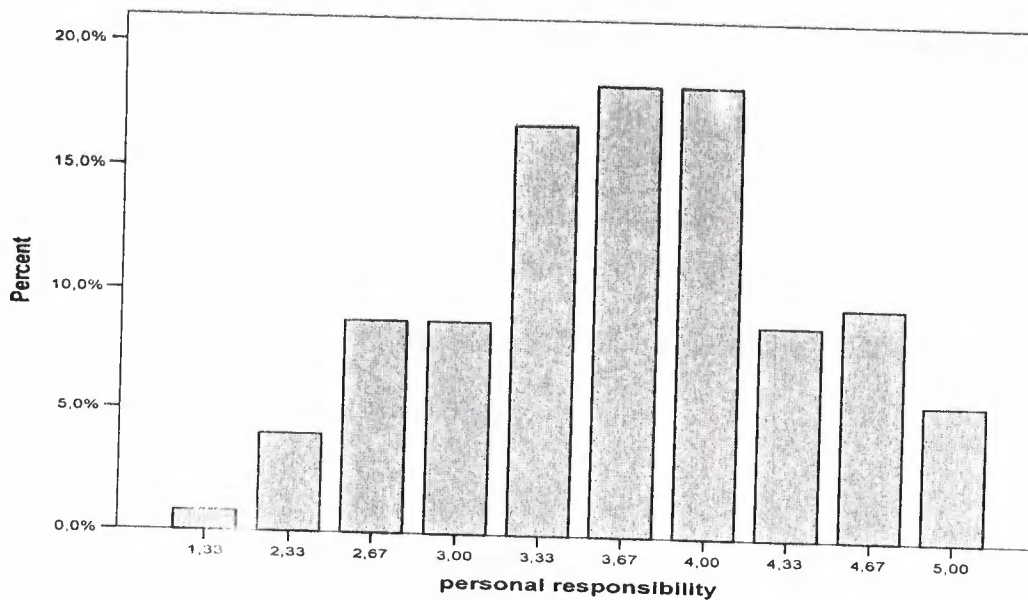


According to Graph 12, To take equal advantages is necessary to motivate public sector employees.

Graph 13: ability and knowledge



Graph 14: Personal responsibility



Graph 14 shows us that, public sector employees are not sure to take more responsibility. Also they don't think that, more personal responsibility increases their motivation. They think that when they have more resources, or when their statues are increased (promotion) with more responsibility increases their motivation.

My questionnaire's reliability is = 0.92

So my questions are strongly support my results in my questionnaire.

To see whether there is a significant differences between the answers given according to pender t-test analysis was made.

	t	p
Physical sufficiency	2.02	0.05
Ability and knowledge	2.44	0.05



According to t-test results, there is a slightly significant differences between men and women. When we look at the means, women tend to agree more with both of the statements than men.

To identify whether age makes a difference ANOVA analysis was made. The results of the analysis shows that there's a significant differences in behaviors of service receivers (  $p \leq 0.01$  ) and intrinsic rewards (  $p \leq 0.01$  )

The correlation analysis with gender and Human Resources Management ( $p=0.05$ ), there is a significant differences. Females are more sensitive to HRM.

According to correlation analysis, when education level tend to higher, answers for technological sufficiency will be more positive.

Else age increases, respondents believe that technological sufficiency increases motivation.

## **5. Conclusion**

In this project, different researches made about motivation, public sector and TRNC public sector structure. The most important reason of making this project; There are some problems in the public sector in Northern Cyprus. Citizens has some complains about working of the public employees. For example; they are waiting very much, they behave rudely or they are very indifferent. It creates lack of confidence to the government. So how we can make them to work more effectively. If you want to make them more effectively, firstly you must motivate them. This study tried to find the correct way to motivate the public employees to provide better service.

Firstly, some targets were chosen. Then literature review was made. Theories, ideas, past newspapers, books, and past articles are used to prepare literature review. So it creates secondary data of Project. Secondly primary data is created by TRNC Prime Ministry workers. These workers answered questions which are in the questionnaire, also they gave different ideas about motivation in public sector. According to public employees, they have many problems which are barrier to motivate them, these problems are occurred by self individual characteristics and work characteristics. They are not sure to take more responsibility in the work life. Because they think that if managers give them more resources with more responsibility or if there is a promotion with more responsibility they can take easily different responsibilities. Also intrinsic rewards are more important than extrinsic rewards to motivate public sector employees.

This results that can be seen from findings is also supported by 'Crewson Theory'. Crewson (1997) found out that public employees generally ranked higher on intrinsic rewards than extrinsic rewards. This is also one of the hypotheses of the study. The study found out that extrinsic rewards are also important for motivating public employees in TRNC but intrinsic rewards are more important. The second hypotheses were saying technical sufficiency affects public employees motivation positively. This study also supported that hypothesis strongly which can be seen from graph 7. But also all other independent variables are supported with this study. All independent variables affect public employee's motivation. Only personnel responsibility was not strongly supported with the study. So public employees in TRNC are not motivated with responsibility.

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## Appendix

### Questionnaire

#### A. General Questions

**Gender** : female ( ) male ( )

**Age** : younger than 25 ( ) between 25-35 ( )  
between 35-45 ( ) older than 46 ( )

**Marital Status** : married ( ) single ( )

**Education Level** : before bachelor's degree ( ) bachelor's degree ( )  
After bachelor's degree ( )

#### B. Use the below numbers to show your choice

- 5 Definetly agree
- 4 Agree
- 3 Not sure
- 2 Disagree
- 1 Definetly disagree

## **I. Technological Sufficiency**

1. Using modern computers increases motivation.

(1) (2) (3) (4) (5)

2. Online communication increases motivation.

(1) (2) (3) (4) (5)

## **II. Physical Sufficiency**

1. Modern working conditions increases motivation.

(1) (2) (3) (4) (5)

2. Clean and tidy working condition increases motivation.

(1) (2) (3) (4) (5)

3. The conditions of office instruments affects the motivation.

(1) (2) (3) (4) (5)

## **III. Human Resources Management**

1. Insufficient number of employees decreases the motivation of personel.

(1) (2) (3) (4) (5)

2 The increased number of employees decreases motivation.

(1) (2) (3) (4) (5)

3 Having good relations within the office increases motivation.



(1) (2) (3) (4) (5)

4 Less work load increases motivation.

5 (1) (2) (3) (4) (5)

#### **1V. Behaviors of Service Seceivers**

1. Respect to the public employees increases their motivation.

(1) (2) (3) (4) (5)

2. The behavior of the public service receivers to the public employees affect their motivation.

(1) (2) (3) (4) (5)

#### **V. Intrinsic Rewards**

1. Good behavior of head officers increases motivation.

(1) (2) (3) (4) (5)

2. The degree of understanding job increases motivation.

(1) (2) (3) (4) (5)

3. To know the reason of the work increases motivation.

(1) (2) (3) (4) (5)

4. Learning new laws and new changes on time about their work increase motivation.

(1) (2) (3) (4) (5)

5. Training cources increases motivation.



(1) (2) (3) (4) (5)

6. To declare the new changes on time increases motivation.

(1) (2) (3) (4) (5)

7. Sufficient knowledge and personality of managers increases motivation.

(1) (2) (3) (4) (5)

8. Participation to decions by public employees increases motivation.

(1) (2) (3) (4) (5)

## VI. Extrinsic Rewards

1. Increasing salaries increases motivation.

(1) (2) (3) (4) (5)

2. To reward success increases motivation.

(1) (2) (3) (4) (5)

3. To pay over-time increases motivation.

(1) (2) (3) (4) (5)

4. To improve more social rights increases motivation.

(1) (2) (3) (4) (5)

5. Phsiological advising service increases motivation.

(1) (2) (3) (4) (5)

6. Social activities increases motivation.

(1) (2) (3) (4) (5)

7. Because of success getting higher degrees increases motivation.

(1) (2) (3) (4) (5)

8. According to performance getting rewards increases motivation.

(1) (2) (3) (4) (5)

9. Being successful as a public employee increases respect and trust and this increases motivation.

(1) (2) (3) (4) (5)

## **VII. Personal Responsibility**

1. Taking more responsibility increases motivation.

(1) (2) (3) (4) (5)

2. Finishing the work with success increases motivation.

(1) (2) (3) (4) (5)

3. Making changes in the working field increases motivation.

(1) (2) (3) (4) (5)

## **VIII. Ability and Knowledge**

1. Theoretical knowledge and experience about job increases motivation.

(1) (2) (3) (4) (5)

2. The ability of doing work increases motivation.

(1) (2) (3) (4) (5)

## **IX. Health and Private life**

1. Beign healthy person increases motivation.

(1) (2) (3) (4) (5)

2. Regular feeding increases motivation.

(1) (2) (3) (4) (5)

3. Not having bad habbits increases motivation.

(1) (2) (3) (4) (5)

4. Happy private life increases motivation.

(1) (2) (3) (4) (5)

#### **X. Equal Advantages**

1. Inequality in the office decreases motivation.

(1) (2) (3) (4) (5)

2. Favouritism decreases motivation.

(1) (2) (3) (4) (5)