

# Impact of Public Sector Reform on Employee's Motivation for Hard Work An Empirical Study

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*In this paper an attempt has been made to investigate that in the post reform era whether employees of public sector have motivated for hard work or not. This study is based on one public sector Company and about 120 respondents have been selected randomly from middle and top-level management. A questionnaire developed by Sinha (1990) was used for ascertaining the motivation for hard work. The items reliability of questionnaire is 0.938(cronbatch alpha value). Data were analyzed employing Z test. Z test was found to be significant and it indicates that the means of pre and post reform era is significantly different from each other. Therefore it can be concluded that motivation for hard work among employees of PSE has increased in post reform era.*

## Introduction

After independence, India adopted mixed economic model. In the first industrial resolution 1948, a pivotal role was assigned to public sector. Establishment of public sector enterprise in India is based on socialist philosophy, because socialist philosophy believes the role of government as an agent for change and entrepreneurial function. A more practical definition of public enterprise is given by Friedmann, (1954) well-known jurist. He terms public enterprises as 'an institution operating a service of an economic or social character on behalf of the government but as an independent legal entity, largely autonomous in its management, though responsible to the public through government and parliament and subject to some direction by the government, equipped on the other hand with independent and separate fund of its own and the legal and commercial attributes of a commercial enterprise.'

Thus public enterprises are engaged on behalf of government in commercial activities. Such engagement of commercial activity gives a unique characteristic to public sector enterprise. A public Enterprise has two dimensions (I) the 'public dimension' that implies not only public ownership but also implies public control and public purpose, and (II) the 'enterprise dimension', which implies concept of a business firm.

The public dimension aspect of public enterprise would mainly involve three concepts - (a) non-private accretion of net benefits, (b) public decision making and (c) social accountability. The enterprise dimension of public enterprise suggests a two fold concept (a) Financial viability, and (b) the cost price equation. From the above it may be seen that it is a synthesis of the two concepts, 'public dimension' and 'enterprise dimension' that is represented by public enterprise (Mathur, 1999)

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