ARE ROMANIAN EMPLOYEES MOTIVATED BY THE SAME THINGS? AN EMPIRICAL PERSPECTIVE OF HERZBERG THEORY AMONG EMPLOYEES FROM PUBLIC VERSUS PRIVATE SECTOR

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Abstract

The objective of this study was to highlight the main motivational factors of the Herzberg theory and to investigate the differences of employees' perceptions from public and private sectors related to those factors using the opinions of 301 Romanian employees from different sectors of activity.

More concrete, the study aims to respond to the following questions: what do people want from their jobs? Do they just want a higher salary? Or do they want security, good relationships with co-workers, opportunities for growth and advancement – or something else altogether?

In order to do that, exploratory and confirmatory factor analyses were applied in order to extract the main motivational factors and furthermore their impact on the overall level of job motivation was quantified using the regression analysis. Finally, using the main motivational determinants of the Romanian employees potential differences between employees from public vs. private sectors were captured using t-test.

The exploratory factor analysis results pointed out the existence of a 4 factor structure highlighting the positive impact of both growth and hygiene factors on the overall level of motivation. Therefore, recognition, advancement, job security and rewards were considered to be the most relevant motivational factors for the Romanian employees.

The results of confirmatory factor analysis emphasized the role of work itself, responsibility, working conditions, benefit and salary on increasing the overall level of motivation for the Romanian employees.

Testing the impact of all these factors on the overall level of job satisfaction, the empirical results revealed the significance of recognition, responsibility, job security and rewards as the main motivational factors. Analyzing comparatively the opinions of Romanian employees from both sectors related to the main drivers of job satisfaction, it ca be highlighted the fact that job security, recognition and responsibility were considered to be the most important for public sector employees, while rewards was considered to be more relevant for the private sector employees.

The empirical results of t-test revealed statistical differences between public and private sector employees regarding responsibility and recognition. Public sector employees tend to give a higher importance to those factors, while for employees from private sector other factors as being relevant for their satisfaction. Job security and rewards do not exhibited any statistical difference among employees from public versus private sector.

Keywords: *Herzberg theory; hygiene factors; growth factors; survey; Romanian employees; exploratory factor analysis; confirmatory factor analysis*

1. Introduction

Management is the job of conducting, in a given context, a group of people in order to jointly achieve objectives that meet the goals of the organization.

Employee motivation is a process of great importance. Unfortunately, not all managers understand enough (or do not consider it important to properly address this) the concepts, principles and mechanisms of employee motivation. Managers can improve their own success rate by providing extrinsic (external, indirect, organizational) rewards, which would lead to intrinsic (internal, direct, individual) motivation of employees and, implicitly, to achieving the desired performance and genuineness.

Employee motivation is, however, a broad topic, and the best ways to give employees the incentive they need is not always what we see always being applied to companies. In fact, employees need more than an annual salary increase and a few benefits to become loyal to a company and motivated to carry out the appropriate tasks.

Motivation is the psychological process that determines the orientation and persistence of actions to achieve goals. Whether someone is motivated or not is not as interesting as the object that motivates the subject. Every human being is motivated, just we must know how.

During the decades, managers learned to replace the old approach of „giving orders and a control „to" a new one of consulting and supporting „as effective ways to" employee motivation. At the workplace, each employee is motivated by different things and the manager need to know how to correlate the motivation of the employee with the needs of the company.

In his theory, Herzberg explained how the augmentation of motivation and ultimately of the work performance is related to particularly important motivational factors. This is where the emphasis has been on this „enrichment" of posts. Contextual hygiene factors are treated more as the conditions necessary for the development of working processes.

The paper aims to offer an empirical perspective on one of the most commonly used content theory who analyses "what" motivates people and this is the Herzberg theory. Furthermore, the paper aims to highlight the main motivational factors of the Herzberg theory and to investigate the differences in the employees' perceptions from public and private sectors related to those factors using the opinions of 301 Romanian employees from different sectors of activity.

At national level, there is a lack of empirical study regarding the motivational determinants of employees, mainly of those from pubic versus private sector.

To our knowledge, there are few studies analyzing the motivation determinants among Romanian employees and even fewer that treats the comparison between public and

private sectors, or particularly investigate the validity of Herzberg theory. Here, we can mention the studies of Matei & Fataciune (2016) and Şomăcescu and Barbu (2016) respectively, Casuneanu (2011), Alexandru & Casuneanu(2010), Alexandru & Casuneanu (2011), Matei & Abrudan (2016), Wilt, Popa & Bonţe (2017) and Magdalena (2014).

Therefore, what we want to investigate if Romanian employees are satisfied with their jobs? What do people want from their jobs? Or do they just want a higher salary? Or maybe do they want security, good relationships with co-workers, opportunities for growth and advancement – or something else? The financial incentives really matter or it is important to focus also on non-financial incentives? Or can the non-financial incentives improve the employees' satisfaction?

These are the main questions at which we aims to respond during this paper.

The paper is organized as follows. The second section presents the overview of the most important studies in the field and also some introductory notions, while the following section is dedicated to methodology and data. The section of empirical results was structured into three distinct sub-sections: sample profile reflecting the main features of interviewed employees and also two sub-sections highlighting the most important motivational factors of Herzberg theory and analyzing the main differences between public and private sector employees regarding those factors. The paper ends with the main conclusions.

2. Literature review

In order to better emphasize the basic characteristics of human resources management, it is necessary to define and outline exactly the place and content of human resources, with different and many opinions being expressed in literature. With all the diversity of opinions, the sea the majority of specialists in the field believe that human resource management, like any other scientific field, is the result of specialized research and is on the already known trajectory of a relativistic development and diversification in many fields of activity. Thus, depending on the aim pursued, by the research undertaken, by the issues addressed, eneral management has been divided into a multitude of specialized fields, which also includes the management of human resources, an area which, over time, has experienced significant changes.

Motivation is a determining factor in the process of forming attitudes towards work. Behavior at work is a resultant process, derived from motivation. Motivation is a process of empowering each employee to work to meet their needs and achieve the organization's goals. It consists in correlating the needs, aspirations and interests of the company's personnel with the achievement of the objectives and the exercise of the tasks, components and responsibilities assigned within the organization (Nicolescu & Verboncu, 2001).

In this light, Herzberg's two factor theory was chosen in order to achieve an approach more concise of the prevalent extrinsic and intrinsic motivational factors which influence employees' work motivation, produce work satisfaction, and consequently, work performance (Rusu & Avasilcai, 2013).

According to Herzberg's two factor theory, motivators, such as personal development, recognition for a job well done, achievement, autonomy and responsibility, are associated with satisfaction and the performance of work. Also, hygiene factors, such as working conditions, safety, the amount of pay, the quality of supervision and social environment of work, are associated with dissatisfaction (Stroh, Northcraft & Neale, 2002).

Herzberg's work categorized motivation into two factors: growth and hygiene (Herzberg & Mausner and Snyderman, 1959). Growth or intrinsic factors, such as achievement and recognition, produce job satisfaction. Hygiene or extrinsic factors, such as pay and job security, produce job dissatisfaction (Casuneanu, 2011).

Matei & Fataciune (2016) investigated the differences among job satisfaction factors among public and private employees in Romania using a sample of 120 employees from both sectors emphasizing the relevance of communication and nature of work as determinants of job satisfaction and highlighting a higher level of satisfaction for private employees related to extrinsic factors supervision and co-workers.

Matei & Abrudan (2016) tested the validity of Herzberg theory for Romania considering the cultural context and revealed that intrinsic factors generated an increase in satisfaction level, but proved that the theory is not suitable for the Romanian cultural context.

Wilt, Popa & Bonțe (2017) used information from employees and managers of six companies from Bucharest and Oradea, revealing that both managers and employees proved to understand very well what motivates the employee.

Magdalena (2014) analyzed the internal motivation of the teachers from the academic environment, taking into account a sample of 34 teachers revealing that there are statistical differences regarding altruism, professional fame and relations among colleagues.

Şomăcescu & Barbu (2016) get oneself noticed that public organizations must give more importance to enhancing the working conditions and the working environment in order to increase the motivation of their employees.

Burlacu & Birsan (2016) tested the hypothesis that the money represents the greatest reason for working, revealing that almost half of interviewed individuals consider that the wage is not sufficient for to cover the monthly expenses, the main conclusion of the study residing in the fact that salaries cannot be considered satisfying, nor they can ensure a proper quality of life.

Using a sample of 629 respondents from multinational companies in Bucharest, Tampu & Cochina (2015) aimed to investigate what are the motivational incentives that could increase the performance of Romanian employees, revealing the relevance of responsible communication from management team to employees, the early distribution of tasks, the recognition or an attractive salary in enhancing the employees 'performance.

The validity of Herzberg theory has been analyzed among Romanian employees in the studies of Casuneanu (2010, 2011) and Alexandru & Casuneanu (2011).

The paper of Casuneanu (2010) revealed the job stability occupies the first place in employee preferences together with the salary confirming that money is not everything in terms of work motivation, while according to Casuneanu (2011), the most important motivating factors were considered to be job authority, responsibility and autonomy, job stability and professional development. Testing empirically the Herzberg theory in their papers, Alexandru and Casuneanu (2011) emphasized that achievement, company policy and administration and interpersonal relationship were considered to be the main drivers of motivation among Romanian employees.

Table 1. The summary of the most important studies concerning employees' satisfaction

Study	Sample	Methods	Key findings
Matei and Fataciune (2016)	120 full-time employees of private and public organizations.	Job Satisfaction Survey	Private sector employees exhibited a higher level of satisfaction towards supervi-

			sion and co-workers both extrinsic factors compared with those employees from the public sector.
Casuneanu (2011)	Survey based on 402 individual employees in Romanian companies	CATI system (Computer Assisted Telephone Interviewing).	Employees search for jobs that give them stability and security
Pacesila(2014)		interviews	Solutions to increase the motivation of employees or volunteers from non-governmental sector
Marinas, Igret and Agoston, (2014)	Pilot study implemented among students of Bucharest University of Economic Studies	interviews	The students' motivational factors in choosing a professional career can influence the way universities prepare and plan their curricula
Macarie Teodor and Neagu (2013)	114 companies located in the counties of Satu Mare and Bihor,	interviews	The efficiency of the motivation instruments in the view of employers differs significantly across activity sectors.
Burlacu and Birsan (2016)	500 people	CAWI methodology((Computer-assisted web interviewing)	Salaries cannot be considered satisfying, nor can they ensure a proper quality of life.
Tampu and Cochina (2015)	629 employees from Romanian companies	survey	Motivational incentives that could increase the performance of Romanian employees are: responsible communication from management team to employees, the early distribution of tasks, the recognition and the attractive salary.

3. Methodology and data

The main purpose of the paper was to highlight the most relevant drivers of employee motivation applying the Herzberg theory and also to investigate the differences of employees' perceptions from public and private sectors related to those factors using the opinions of 301 Romanian employees from different sectors of activity. The relevance of the study resides in identifying those factors that could generate an increase in the level of employees' motivation and also in the overall performance of the company.

In order to improve the performance of a company, it is mandatory for any manager to know the factors and mostly the non-financial factors that influence significantly the satisfaction and the performances of its employees.

According to Herzberg (1971) and Herzberg, Mausner, & Bloch Snyderman (2005), individuals have "two different sets of needs and that the different elements of the work situation satisfies or dissatisfies these needs. While the first set includes factors related most likely to working conditions- policy-reward system, salary, job security and interpersonal relations- hygiene (dissatisfaction) factors, the second set of factors includes factors related to the work itself, -recognition, achievement, responsibility, advancement and work itself-satisfaction factors". "Intrinsic motivators" most likely increase the level of motivation, while the presence of dissatisfaction factors called also "extrinsic motivators" most likely prevent

dissatisfaction, but they are responsible for the increase of the satisfaction level(Lundberg et al., 2009, p.891).

The Herzberg theory postulated that certain job features generate most probably satisfaction while others are more related to dissatisfaction. An important remark was related to the fact that job satisfaction and job dissatisfaction factors are not opposites, mentioning that the opposite of satisfaction is no satisfaction, will the opposite of dissatisfaction is no dissatisfaction. What Herzberg really pointed out in his study was the fact that satisfaction factors are "separate and distinct from those leading to job dissatisfaction" and if managers focus very hard in eliminating the dissatisfying factors, they will not obtain an improvement in job performance and vice versa. If they want to enhance performance within the company, they need to focus on the satisfaction factors, but this will not eliminate the dissatisfaction caused by other factors.

The answer to this could be a two stage process to increase motivation of employees. The first stage should focus on remove the source of dissatisfaction while in the second stage the accent should be on increasing the level of satisfaction.

Starting from the classical factors of Herzberg (2008) and adding also additional ones taking into account the study of Lundberg et al.(2009), we included in the analysis the following factors: 8 satisfaction factors and 5 dissatisfaction factors presented in the table 1, summing up a total of 19 items measured on a 5-point Likert-type scale format, where '1 is very dissatisfied' and '5 is very satisfied". Higher level of satisfaction were associated with higher scores.

Almost all growth and hygiene factors were quantified using 1 item with the exception of benefits and responsibility measured as an average score of 3 items, respectively 2 items.

Table 2. Growth and hygiene factors of Herzberg theory

Growth factors	Hygiene factors
Responsibility	Interpersonal relations
Recognition	Working conditions
Knowledge	Attractive Salary
Information	Job security
Advancement	Rewards
Achievement	Benefits
The work itself	
Personal Growth	

The overall level of job satisfaction was measured using an ordinal variable where '1' indicated 'very dissatisfied' and '5' indicated 'very satisfied', higher scores being associated with greater degree of satisfaction. The empirical research was carried out on a sample of 301 individuals with ages between 15-64 years old having the statute of employee from micro-enterprises (21.9%), small enterprises (32.9%), medium enterprises (23.6%) and large companies (21.6%) conducted in the period March 2018. The sample obtained was considered to be representative at the national level.

In order to reveal the main motivational factors for the Romanian employees, the exploratory factor analysis (EFA) and confirmatory factors analysis (CFA) were applied together with Cronbach's alpha used to analyze the internal consistency of the individual set of indicators. We do that using both SPSS and STATA software.

If the EFA was used to emphasize the number of the dimension in a data set by grouping variables that are correlated (Tabachnick and Fidell, 2007), the CFA analyzes a priori measurement models in which both the number of factors and their correspondence with the indicators are explicitly specified (Kline, 2011).

Therefore, the exploratory factor analysis was performed using the principal component analysis (PCA) as the method for extracting factors using Varimax rotation. Davidescu *et al.* (2015, p.12733-12734) mentioned that PCA techniques is used for "transforming a large number of variables in a data set into a smaller and more coherent set of uncorrelated (orthogonal) factors, the principal components which preserved a "high" amount of the cumulative variance of the original data".

In addition, the Kaiser-Meyer-Olkin test and Bartlett's test were used to assess the appropriateness of using factor analysis and identifying job satisfaction factors.

Furthermore, the impact of those factors on the overall level of job motivation has been captured using the regression analysis. Finally, using the main determinants of the Romanian employee motivation potential differences between employees from public vs. private sectors were captured using t-test.

4. Empirical results

4.1. Sample profile

The analysis of the main characteristics of companies in the sample revealed that most companies are from the urban area mostly from Bucharest-Ilfov (20%), North-West (13.6%) and Centre (13%), with almost one third of them being from small companies (33%) and about 44.1% of employees from services area while only 24% of them declared to work in manufacturing industry.

The individual characteristics revealed that the sample was structured such as: 53.5% of employees were men and about 32.2% of them declared to have between 36 and 45 years old and only 7% of employees have less than 26 years old or more than 55 years old. Almost one half (45%) of respondents declared to complete their education at the age 17-19 years. The professional status revealed that 41.2% of the interviewed employees were skilled workers, 21.3% were higher education specialists and 11.6% of them are engaged in public services. Only 4% of interviewed employees hold a high-rank or senior management position (head of the department, head of office) More than one third of Romanian employees declared to have a job experience of more than 10 years while about 23.9% of them declared to have at most three years. Most of the Romanian employees stated that they earn less than 2500 lei with only a very small proportion (1.1%) declared to have between 5000lei and 7500 lei.

4.2. Highlighting the motivational factors of Herzberg theory based on EFA and CFA

Analyzing the responses of Romanian employees regarding the motivational factors, it can be highlighted that the highest level of satisfaction is associated with knowledge level, personal growth and the work itself, while working conditions, job security and rewards are considered to be the factors with the highest potential to prevent dissatisfaction.

Table 3. Descriptive statistics of Herzberg factors

	Mean	Std. Deviation
Growth factors		
responsibility	4.4103	.63660
recognition	4.0565	1.07709
information	4.0897	1.01090
advancement	4.1575	1.01323
knowledge	**4.5947**	.66471
growth	**4.5646**	.66166
Work itself	**4.5616**	.68837
achievement	4.0664	1.01106
Hygiene factors		
Interpersonal relations	3.8804	1.09498
Working conditions	**4.6849**	.60642
salary	4.5867	.69577
Job security	**4.6200**	.71459
rewards	**4.6578**	.67269
benefits	4.3852	.76523

The high value of Cronbach's Alpha coefficient (C=0.812) revealed a good reliability of original data, highlighting a satisfactory internal consistency for the set of individual indicators.

The high value of KMO, greater than 0.5 and the highly significant statistic of Bartlett's test of Sphericity pointed out that the sample is adequate and good for testing.

Table 4. The empirical results of KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.797
Bartlett's Test of Sphericity	Approx. Chi-Square	1162.830
	df	91
	Sig.	.000

The empirical results of total variance explained by the factor analysis solution were presented in the table 5. The principal components were extracted based on the Kaiser criteria, considering the eigenvalues greater than one. Therefore, the empirical results revealed that existence of 4-factor structure, accounting for 60.47% of total variance. The first factor explains 31.48% of total variance, with the second one add another 12.39%, summing up to 43.87% of total variance. The third and the fourth factors add another 9.28% respectively 7.31%, accounting for a total of 60.47% of total variance.

Table 5. Total Variance Explained by the PCA

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.408	31.486	31.486	4.408	31.486	31.486	2.537	18.122	18.122
2	1.735	12.393	43.878	1.735	12.393	43.878	2.487	17.761	35.883
3	1.299	9.280	53.158	1.299	9.280	53.158	2.152	15.375	51.258
4	1.024	7.313	60.471	1.024	7.313	60.471	1.290	9.213	60.471
5	.923	6.591	67.062						
6	.775	5.535	72.597						
7	.664	4.744	77.341						
8	.596	4.261	81.602						
9	.567	4.048	85.649						

10	.524	3.742	89.392					
11	.492	3.516	92.908					
12	.373	2.666	95.574					
13	.343	2.452	98.026					
14	.276	1.974	100.000					
Extraction Method: Principal Component Analysis.								

Table 6 shows the factor loadings after the rotation. The rotation optimizes the factor structure, solving the problem of variables with high loadings on several factors.

Table 6. Rotated Component Matrix[a]

	Component			
	1	2	3	4
responsibility	.484	.133	.531	.268
recognition	**.786**	.222	.017	.066
information	.627	.214	-.021	.241
advancement	.287	**.739**	-.025	-.101
knowledge	.362	-.273	.407	.582
growth	.137	.632	.359	.022
Work itself	.218	.471	.520	.030
achievement	.669	.140	.122	-.214
Interpersonal relations	.713	.062	.022	.032
Working conditions	.045	.652	.229	.292
salary	-.020	.283	.725	.083
Job security	-.048	.125	**.805**	-.028
rewards	-.043	.271	-.019	**.800**
benefits	.226	.716	.250	.160
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.				
a. Rotation converged in 8 iterations.				

Therefore, the empirical results revealed that the first principal component can be interpreted in terms of recognition (0.786), while the second one could be the advancement (0.739). Thus, the first two components who recovered most of total variance (43.87%) were related to factors generating of satisfaction. The third component can be interpreted in terms of job security (0.805) while the last one refers more to rewards (0.800). Therefore, the last two components are related to hygiene factors, revealing that for Romanian employees, the factors with the highest potential to prevent dissatisfaction were considered to be job security and rewards.

It is interesting to point out that even if salary remains an important financial component with a relatively high correlation level (0.725), individuals need to have the security of the job to feel safe in order to feel a lower level of dissatisfaction.

The empirical results of CFA revealed that among the growth factors, the most important are work itself and responsibility, while among the hygiene factors matter more the working conditions, the benefits and least but not last the salary.

The goodness of fit indicators revealed that the model did not show really good fit and the model has been revised by eliminating knowledge and interpersonal relations due to low loadings (Arnold and Reynolds, 2003). The revised confirmatory factor analysis showed a good-fit model. The model indices indicated good improvement and an acceptable level: $chi^2(37) = 41.64$, Prob > $chi^2 = 0.2759$; RMSEA=0.02, Probability RMSEA (<= 0.05)=0.969; CFI=0.995; TLI=0.991; CD=0.892.

The value of composite reliability quantified by Bentler-Raykov squared multiple correlation coefficient of 0.892 higher than the C-alpha (0.812) indicate that the composite reliability can be considered a recommendable reliability estimator, while the coefficient alpha tends to underestimate true reliability.

Table 7. Results of confirmatory factor analysis

	Std. factor loadings
Growth factors	
responsibility	**0.62**
recognition	0.44
information	0.34
advancement	0.51
growth	0.56
Work itself	**0.78**
achievement	0.34
Hygiene factors	
Working conditions	**0.57**
salary	**0.48**
Job security	0.33
rewards	0.29
benefits	**0.57**

Furthermore, using both information revealed by the exploratory factor analysis and confirmatory factor analysis, we tested using multiple regression analysis the relevance of the motivational factors of Herzberg theory using as dependent variable the overall job satisfaction degree having as potential determinants the factors identified in both analyses.

The empirical results revealed the relevance of recognition and responsibility as growth factors revealed by both EFA and CFA analyses together with the statistical significance of job security and rewards as hygiene factors.

Both intrinsic motivational factors exhibited a positive impact on the overall level of job satisfaction, revealing an increase in the level of employees' satisfaction.

From extrinsic factors, rewards exhibited a negative impact on work motivation at the significance level of 10%, highlighting the fact that financial incentives will not maintain for a long time the level of motivation of employees, while the positive impact of job security revealed the potential of these factors in preventing firstly dissatisfaction and secondly in increasing job satisfaction.

Table 8. The empirical results of regression analysis

	EFA analysis	CFA analysis
(Constant)	4.011***	2.235***
Recognition	.284***	
Advancement	-.007	
Job security	.127**	
Rewards	-.103*	
Work itself		0.136
Responsibility		0.350***
Working conditions		0.012
Salary		-0.044
Benefits		-0.056
F-stat	9.80***	4.63***
R²	0.352	0.274

4.3. Analyzing the main differences regarding motivational factors among employees from public and private sectors

Having previously identified the most relevant motivational factors from the perspective of Romanian employees, it is worth to investigate the potential differences among employees from public vs. private sectors regarding these motivation drivers.

Before making any testing, analyzing comparatively the opinions of Romanian employees from both sectors related to the main drivers of job satisfaction, it ca be highlighted the fact that job security, recognition and responsibility were considered to be the most important motivational factors from the perspective of public sector employees, while rewards was considered to be relevant for private sector employees.

Therefore, what was predictable job security was perceived to be the most important factor for the employees from public sector together with responsibility and recognition while private sector employees are more oriented towards rewards.
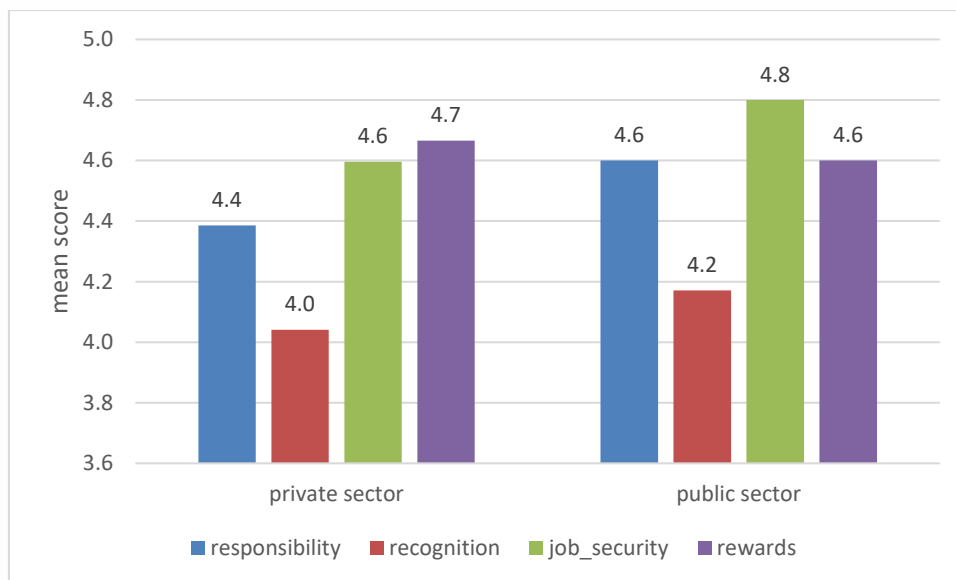

Figure 1. Relevant motivational factors among public vs. private sector employees

Therefore, the empirical results revealed that there are statistical significant differences between the opinions of Romanian employees from public versus private sector related to the motivation factors concerning responsibility and recognition at the significance level of 5%.

Table 9. The empirical results of t-test

	t-test for Equality of Means	Sig. (2-tailed)
Responsibility	-2.428**	.019
Recognition	-3.312***	.002
Job security	-1.598	.116
Rewards	.075	.941

The most important result of the study revealed that public sector employees ten to give a higher importance to the factors responsibility and recognition, meaning that for them these factors represent an important source of motivation, unlike private sector employees

who consider other factors as being relevant for their satisfaction. Job security and rewards do not exhibited any statistical difference among employees from the public versus private sector.

5. Conclusions

The paper aimed to highlight the main motivational factors for the Romanian employees from the Herzberg theory perspective and to investigate the differences between public and private sector, employees related regarding those factors using a sample of 301 employees from different sectors of activity.

In order to improve the performance of a company, it is mandatory for any manager to know the factors and mostly the non-financial factors that influence significantly the satisfaction and the performances of its employees.

Therefore, it is important to know what people want from their jobs. They just want a higher salary or security, good relationships with co-workers, opportunities for growth and advancement are more important or something else altogether?

Exploratory and confirmatory factor analyses have been applied in order to extract the main motivational factors and furthermore their impact on the overall level of job motivation was analyzed using the regression analysis. Finally, using the main motivational determinants of the Romanian employees, potential differences between employees from public vs. private sectors have been investigated using t-test.

The exploratory factor analysis results pointed out the existence of a 4 factor structure in which recognition, advancement, job security and rewards have been considered the drivers of motivation, both growth and hygiene factors exhibiting a positive impact on the overall level of motivation.

The results of confirmatory factor analysis emphasized the role of work itself, responsibility, working conditions, benefit and salary on increasing the overall level of motivation for Romanian employees.

Testing the impact of all these factors on the overall level of job satisfaction, the empirical results revealed the significance of recognition, responsibility, job security and rewards as the main motivational factors. Analyzing comparatively the opinions of Romanian employees from both sectors related to the main drivers of job satisfaction, it ca be highlighted the fact that job security, recognition and responsibility were considered to be the most important for public sector employees, while rewards was considered to be more relevant for the private sector employees.

The empirical results of t-test revealed statistical differences between public and private sector employees regarding responsibility and recognition. Public sector employees tend to give a higher importance to those factors, while for employees from private sector, other factors as being relevant for their satisfaction. Job security and rewards do not exhibited any statistical difference among employees from the public versus private sector.

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