

Exploring the influence of HRM Practices on Employee motivation in public organizations: A systematic Literature review

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Abstract

To date, much research has been done on the association between Human resource management practices and its outcomes; less consideration has been focused on the association between HRM practices and its affect on motivation of employees to produce valuable outcomes. This article presents a narrative systematic Literature review accumulating the affect of HRM practices on employee motivation in public organizations. The findings based on the 72 articles support a significant relationship of the practices with employee motivation either intrinsically or extrinsically. Moreover, the results suggested that appropriate implementation of HR practices motivate the employees to produce dynamic outcome like job satisfaction, retention, performance, commitment and OCB. This systematic literature review emerges by reviewing 72 research articles from time period 1990 to 2016 based on specific protocols and inclusion/exclusion criteria. In this review various demographic characteristics have been investigated for analysis including most frequently used research design and strategy, patterns of study context, time period, types of respondents and underpinning theories. Further, detailed analysis has been performed to explore the influence of HR practices on motivation also identifying the outcomes of this motivation in public sector organizations. In the end a model was created for illustrative presentation of the relationship between HR practices, motivation and its outcomes. This narrative systematic literature review establishes the broad vision to the scholars for further investigation in the field of HR Management.

Key words: Human resource practices, motivation, public sector motivation, public sector.

1. Introduction

All the activities linked with the management of an employees in a workplace is characterize as human resource management (Boxall, Purcell, & Wright, 2008), and these activities are stated as human resource practices. Human resources practices have been explored to hold a considerable effect on the behaviors and attitudes of employees (Collins & Smith, 2006), and promote some traits that facilitate an organization to have a "competitive advantage" over others and to increase the organizational performance (Huselid, 1995). For many years, "HR practices" positively affect organizational performance (Huselid, 1995; Pfeffer & Jeffrey, 1998), and are interchangeable termed as by many authors as "high performance work systems" (Appelbaum, Bailey, Berg, Kalleberg, & Bailey, 2000, p. 7), "best Human resource management practices" (Pfeffer & Villeneuve, 1994), and "high commitment practices" by (Owoyemi, Oyelere, Elegbede, & Gbajumo-Sheriff, 2011, p. 281). The strength of the HR system can describe how the attributes of an individual can accrue to impact the effectiveness of an organization (Bowen

& Ostroff, 2004). D. E. Guest (1999) suggests that HR practices produces good result if combined with other practices. Ingham (2007) also supports this view that a single practice would not be able to produce best result as produce by the entire HR system. Marchington and Grugulis (2000, p. 1104) stated that the idea of "best practice" that influence organizational performance is gaining attention. Bowen and Ostroff (2004) have elaborated that the link of human resources management and performance is strong where there is a "strong human resources system". Strong HR system is highly distinctive, consistent and agreed upon. In addition, strong HR system is linked with high performance.

The key to any organization's achievement is to make sure that it has contented and motivated employees. Sometimes money could be a highest form of motivator for employees for lower order need satisfaction and for some employees status and goal achievement are required to satisfy higher order needs (Raza, 2012). So, it is important to have some key HRM practices in organizations to keep employees engaged, which eventually leads to devoted and motivated workers. Motivation is the factor that promote the employee to behave in a specific way (Armstrong & Taylor, 2014; Nelson & Quick, 2013). Motivation is also explained in terms of "intrinsic" and "extrinsic" aspects that affect a person to behave in a specific way (Pinder, 2014). There is an abundance of theories of motivation to define the nature of motivation

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among employees. Further, investigation has been conducted to uncover the notion that public employees have different determinants of motivation and a concept “Public service Motivation” (PSM) coined in the year 1990 by Perry and Wise. Public service motivation is a motivational drive that promotes a person to serve the society selflessly and keen to help out others particularly in public domain (Perry & Wise, 1990). The reasons to seek employment in the public organizations and how a specified job can be done well, the specific characteristics of work, commitment to the organization and management practices have been extensively examined (Houston, 2000; Leisink & Netherlands, 2004; Moynihan & Pandey, 2007) and establish a significant relationship between motivation and performance in public organizations.

In this systematic literature review several demographic characteristics have been investigated for the analysis including most frequently used research design and strategy, the inquiry about study context, the time period and supporting theories. Therefore, this narrative systematic literature review aims to examine various HRM practices and their influence on employee’ motivation in public organizations ultimately exploring the outcomes.

1.1 Research questions

- What are the HR Practices that influence employee motivation in public sector organizations?
- What are the outcomes of motivation in public sector organizations?

2. Methodology For Review

2.1 Protocols and inclusion/exclusion criteria

Two electronic databases on the basis of relevant information were used to inquire the research questions. These are ISI web of science and Scopus. Boolean search operators ‘AND’ is used to narrow the search. The keywords for ISI web of science were “Human Resource” ‘AND’ Motivation ‘AND’ Public, where the term search was Title and 109 articles were retrieved. In Scopus the key words were Human resource ‘AND’ Motivation ‘AND’ Public sector, where the term search was Articles, Abstract, Keywords and 221 articles were retrieved. For inclusion criteria, the articles included must have to report the findings on the association between HRM practices and motivation in Public sector organizations. All relevant empirical and conceptual studies were considered that have qualitative, quantitative and mix method approaches for this narrative review. The studies that were based on original and peer reviewed journals with free accessible full text and free abstract (publish in English language) were incorporated. The time period was also limit in this criterion and includes published articles from 1990 to 2016. For exclusion criteria the articles that were not relevant to HRM practices and motivation in the public sector were disqualified. The articles that are paid; and available in other languages than English were also disqualified (excluded). In the end, for identification of relevant articles duplicates were removed from combined search databases.

Table 1: Review Protocols

Sector	Time Frame	Indexing service (Data Base)	No.of Articles	Term search	Key words	Studies Included
Public	1990-2016	ISI web of science	109	Title	“Human resource” And Motivation And Public	Conceptual and Empirical articles
Public	1990-2016	Scopus	221	Articles, Abstract, Keywords	Human resource And Motivation And Public sector	Conceptual and Empirical articles

3. Analysis and Results

This Systematic literature review is narrative in nature covering 72 articles retrieved after applying necessary protocols. Research journals that are peer-reviewed and are indexed with ISI web of science and Scopus have become part of this review. The findings and analysis are given below.

3.1 Publication years

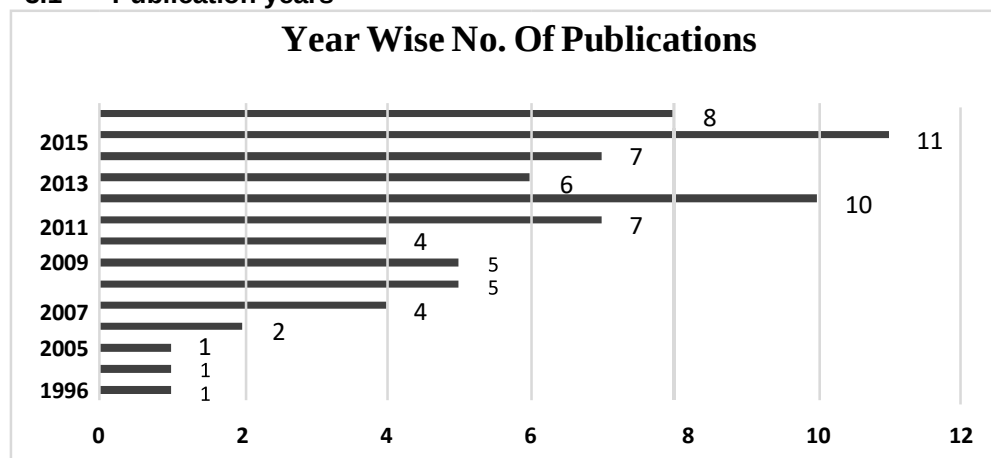


Figure 1: Number of Publications (year wise)

Most of the research work has been done in year 2015 i.e. 11 publications; the second largest number of publications was produced in the year 2012.

3.2 Study context

In this systematic review the “context” is from different geographical regions, including different countries, because the publications are from diverse countries, the articles are categorized on the basis of continents. It has been revealed from the analysis that the majority of the research work have conducted in Europe i.e. 35%, and then in Africa i.e.25%.

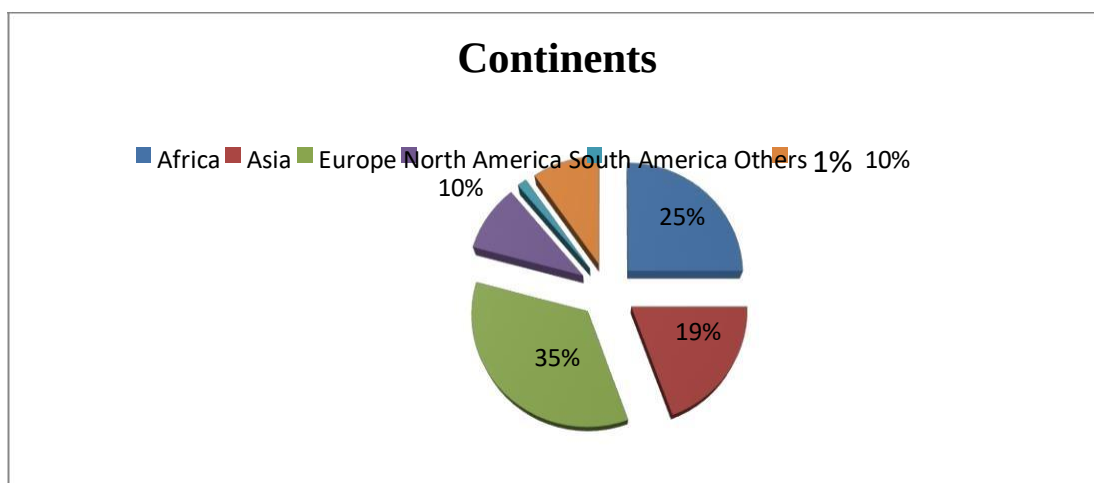


Figure 2: Study Context

3.3 Types of respondents

The findings reveal that 38% of research work addressing research questions has been done in the health sector and most other areas in the public sector are largely ignored.

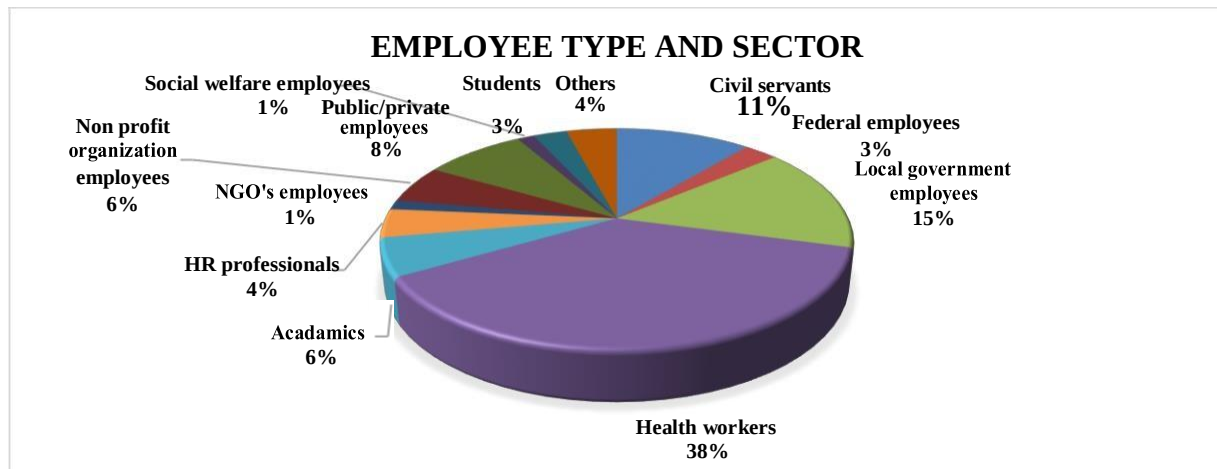


Figure 3:Types of Respondents

3.4 Research strategy

The most articles in this review reflect an epistemological orientation in the positivist. This systematic literature review concludes that most of the articles are based on quantitative strategy, i.e. 64% and 22% of the articles are qualitative in nature and the rest 14% are mixed method research.

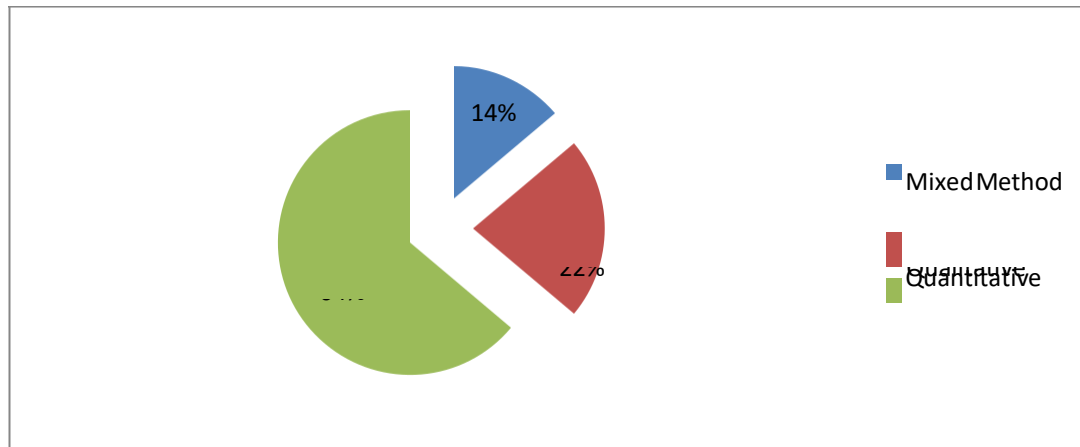


Figure 4: Research Strategy

3.5 Research design

The research design employed in most research articles was cross sectional in nature i.e.85%.Other common research designs used in the articles under study were case studies, longitudinal design and other research design.

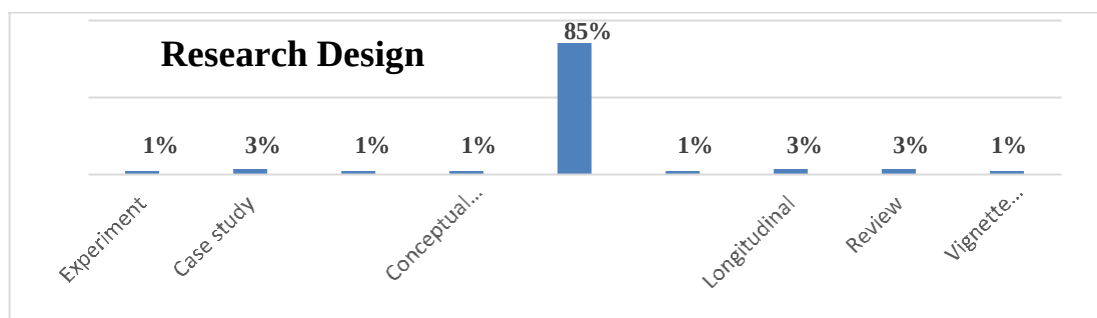


Figure 5: Research Design

3.6 Theories explaining motivation in public organizations

Comprehending the motivation of employees in relation to HRM practices is identified by 20 theories of the Social sciences. These theories fall in various disciplines like administration, Psychology, Public management, Sociology and others. The underpinned theories, with their authors and numbers are discussed below.

Table 2: Underpinning Theories

Authors(years)	Underpinning theories	Frequency
• A. M. S. Mostafa, Gould-Williams, and Bottomley (2015) • Park and Kim (2016) • Gould-Williams (2007) • Gould-Williams and F. Davies (2005) • Katou and Budhwar (2012)	Social Exchange theory	5
• A. M. S. Mostafa et al. (2015)	Process theory	1
• Schalk, Schott, and Pronk (2014) • Chen and Hsieh (2015) • Park and Kim (2016) • Tangaraja, Rasdi, Ismail, and Samah (2015)	Self-determination theory	4
• Gould-Williams et al. (2014) • Hyde, Harris, Boaden, and Cortvriend (2009)	AMO theory	2
• Giauque, S. Anderfuhren-Biget, and F. Varone (2013) • Park and Kim (2016)	Social learning theory	2
• Adzei and Atinga (2012) • Raza (2012) • E. Gaki, N. Kontodimopoulos, and D. Niakas (2013) • Steidle, Gockel, and Werth (2013)	Need based theories of motivation (ERG, Maslow, Herzberg)	4
• Giauque, Anderfuhren-Biget, and Varone (2015) • Ritz and Waldner (2011)	Person-organization fit theory (P-O fit)	2
• Battaglio Jr (2010)	New Public Management theory	1
• Battaglio Jr (2010)	Public choice theory	1
• Forest (2008) • Park and Berry (2014) • Cho and Lee (2011) • Claes and Heymans (2008)	Expectancy theory	4
• Claes and Heymans (2008)	Cognitive evaluation theory	1
• Forest (2008) • Cho and Lee (2011)	Equity theory	2
• Forest (2008)	Organizational theory	1
• Park and Berry (2014)	Skinner Reinforcement theory	1
• Cho and Lee (2011) • Claes and Heymans (2008)	Goal setting theory	2
• Tangaraja et al. (2015)	Social capital theory	1
• Forest (2008) • Claes and Heymans (2008)	Cognitive evaluation theory	2
• Katou and Budhwar (2012)	Theory of reciprocity	1
• Park and Word (2012)	Personal environment fit theory	1
• Thaler et al. (2016)	Human capital theory	1

3.7 Listing Categories

The “HRM practices” were classified into Eleven (11) broad groups according to most relevant narrative present in the literature. The following table describes the classification of “HRM practices” with the phrase (term) used in the literature along with their occurrences. The most frequent used HRM practice in the literature is the compensation and reward system that rejects the common thought that tangible

incentives are less attractive in public organizations. The result shows that compensation and rewards are the motivators for public sector employees.

Table 3: HRM Practices Categories

Sr.No.	HRM practice category	Terms for HRM practices from the literature	Frequency
1	Compensation and reward system	Performance related/performance based pay, promotions, fairness in rewards, direct compensations, high pay, salaries, income, benefits and allowances ,financial incentives, awards, remunerations, fair rewards, merit-based rewards and pay, pay for performance, bonuses , power, recognition and appreciations, workers income, and benefits.	48
2	Training and development	Learning and development, opportunities of education, facilities of education, career development, professional development, opportunities for advancement, support for career and professional development ,career opportunities and advancement ,career prospects and opportunities for growth, career prospects, training and development.	39
3	Work design	Autonomous teamwork, autonomous work design, job design, working environment and working conditions, team working, diversified and independent work task, flexible working hours, creativity, diversity and meaningful work, job enrichment.	24
4	Job security	Job security	21
5	Performance management system	Performance appraisal, performance review and appraisal system	15
6	Staffing(Recruitment & Selection)	Placement, fair staffing practice, merit-based hiring, recruitment through social network, Induction, recruitment and selection.	14
7	Employee involvement/participation/consultation	Consultation, participation in decision making, employee empowerment, delegate decision making.	10
8	Supervisory support	Recognition by supervisors, trust in managers, trust in supervisors, supervisory support and encouragement.	9
9	Work-life balance(WLB)	Work-life balance (WBL)	7
10	Communication	Inter-organizational communication and process, organizational communication, communication.	7
11	Miscellaneous	Industrial relations, fair grievance system etc.	5

The information in the HRM categories is mainly confined to the term used in the literature in exchange for the final categories.

3.8 Influence of HRM practices on employee motivation in public organizations

The following table explicates the key result of the research articles on HRM practices and its influence on motivation in public sector origins. The column of the “sample size” depicts the numeral of respondents in the articles, where as the cited times as per 28th Dec.2016 are depicted in the second column.

Table 4: Influence of HRM Practices on Motivation

Sr. No.	Author (year)	Times cited as per 28/12/16	Sample size	HRM practices and its influence	Main Findings
1	Anderfuhren-Biget, Varone, Giauque, and Ritz (2010)	77	3,754	1-Performance related pay (+) 2-Recognition by supervisors(+)	Recognition by supervisors is a strong motivator of public employees whereas performance related pay is a poor motivator.
2	A. M. S. Mostafa et al. (2015)	11	671	1-Training and development (+) 2-Promotion (+) 3-Autonomous Work design (+) 4-Job security (+) 5-Communication(+)	There found to be a positive effect of HR practices on employee motivation.
3	Schalk et al. (2014)	11	251	1-Selection process (0) 2-Training (+) 3-Consultation (+) 4-Organizational communication (0) 5-Atonomous teamwork (+) 6-Performance based pay (0)	Consultation, autonomous teamwork and training are the strong antecedent of PSM, whereas selection process, performance-based pay and organizational communication have no effect on PSM.
4	Williams et al. (2014)	24	1,755	1-Training and development (+) 2-Selection process (+) 3-Job security (+) 4-Promotions (+) 5-Fairness in rewards (+) 6-Participation in decision making (+) 7- Consultation(+)	The findings provide evidence that HCHRP regarded as an antecedent of a component of PSM and employee outcomes (via civic duty).
5	Rasheed, Humayon, Awan, and Ahmed (2016)		341	1-Compensation (+) 2-Job design and working environment(+) 3-Performance management system (+) 4-Training and development(+)	The study verifies the significant positive influence of these practices on teacher motivation.
6	D. Giauque, S. Anderfuhren-Biget, and F. Varone (2013)	31	3,131	1-Job Security (0) 2-Performance related pay (+) 3-Career development (0) 4-Fairness (+) 5-Job enrichment (+) 6- Participation(+) 7 -Individual Appraisal (+) 8 -Professional development(+)	All HRM practices (intrinsic and extrinsic incentives) are positively related to PSM except job security and career development.

7	Chen and Hsieh (2015)	10	514	1-Job security (+) 2-High Pay(0)	Job security has significantly and positively related to PSM. Whereas high pay has insignificant relationship with PSM.
8	Bellé (2015)	9	300	Performance related pay (Monetary rewards) (+)	Performance related Pay effect motivation and has a strong influence on performance.
9	Park and Kim (2016)	2	400	1-Training and development (+) 2- Performance management system(+)	It has found strong effects of HRD practices on NPSM(nonprofit PSM).
10	J. Gould-Williams (2007)	147	3,165	1-Training and development (+) 2-Employee involvement(+) 3-Team working(+)	The results show that these practices have a significant effect on motivation.
11	Adzei and Atinga (2012)	32	400	1-Financial incentives(Salary supplements ,benefits and allowances) (+) 2-Nonfinancial incentives(leadership skills and supervision, continuing professional development, availability of infrastructure and resources) (+) 3-Recognition and appreciation (0)	Financial incentives have significant effect on motivation and retention. While, from the 4-factor model of non-financial incentives only 3 factors (leadership skill and supervision, opportunities for professional development and availability of infrastructure and resources) were significantly associated with motivation and retention. Recognition and appreciation are not significant factor in this research.
12	Snyder and Osland (1996)	32	207(99= Public sector and 108= Private sector)	1-Security (+) 2-Salary and promotion (+) 3-Status (+) 4-Power (+) 5-Financial incentives(+)	These factors have positive association with motivation but have difference in preference in terms of sector.
13	Van de Walle, Steijn, and Jilke (2015)	8	15,222 (Public/ Private)	1-Job security (+) 2 High income (+) 3-Opportunity for advancement(+)	PSM and extrinsic motives (job security, high income and opportunity for advancement) play a significant role to work in public sector. However, career-based system in employment is more attention-grabbing rather than position based.
14	Kim, Henderson , and Eom (2015)		11,716	1-Job significance (+) 2-Job involvement (+)	Job significance, Job involvement and Affective Commitment affect PSM.
15	Word and Park (2015)	6	430	1-Worklife balance (+) 2-Job security (+) 3-Advancement(+)	The findings reveal that intrinsic motivation is an essential factor for job choice motivation among nonprofit workforce. Moreover, WLB, advancement and job security are also very important practices for job choice in nonprofit sector resulting in civic activities, social and community activities and professional activities.
16	Belle and Cantarelli (2015)	8	296	Monetary Incentives(0)	Financial incentives and expected efforts were negatively moderated by intrinsic motivation, positively moderated by extrinsic motivation and not affected by PSM.
17	Giauque et al. (2015)	2	6885	1-Extrinsic HR practices (Security, high wage, good career prospects, high pay for performance)(0) 2- Intrinsic HR practices (Diversified and independent	HRM practices (intrinsic) are significantly and positively associated with PSM, whereas extrinsic practices have no significant impact on PSM.

				work task, flexible working hours, participation in decision making) (+)	
18	Kernaghan (2011)	13		Fair staffing practices including merit-based hiring(+)	Employee having high level of PSM performs better than those having less level of PSM.
19	French and Emerson (2014)	3	927	1-Promotion (+) 2-Job security (+) 3-Performance award (+) 4-High income/salary(+)	The research shows that employees at local government prefer intrinsic rewards on extrinsic rewards. However, some employees also rate extrinsic rewards as significant. "Job security" was the highly rated component for motivation.
20	Zinnen, Paul, Mwisongo, Nyato, and Robert (2012)	12	4 Rural districts	1-Financial incentives (Allowances, Better salaries) 2-Nonfinancial incentives (Positive work environment, Support for career professional development)(+)	Both incentives were supportive for the motivation in health sector.
21	Weldegebriel, Ejigu, Weldegebriel, and Woldie (2016)		304	1-Performance evaluation and management (+) 2-Staffing and work schedule (+) 3-Staff development and promotion (+) 5-Ease of communication(+)	All motivational factors were found to be stronger drivers for human resource management in public health sector.
22	Songstad, Rekdal, Massay, and Blystad (2011)	41		1-Working conditions (+) 2-Salary level(+) 3-Promotions(+) 4- Training and upgrading(+)	Informant's statement reveals that unfairness with salary, promotion, allowance allocation and access to training cause demotivation.
23	Ng (2015)	1	306	1-Supervisory support (+) 2-Training transfer(+)	The results established the positive relationship between the stated variables.
24	von Bonsdorff (2011)	30	628	1-Financial(pay, pay increment, pay raise) (+) 2-Non-Financial(reward, job security, flexible hours) (+)	Financial and Non-financial both rewards were greatly valued.
25	Park, Mitsuhashi, Fey, and Björkman (2003)	182		1-Compensation system (+) 2-Promotions (+) 3-Communications (+) 4-Training(+)	Increase employee motivation will mediate the role between the synergistic system of HR practices and firm performance.
26	J. Gould-Williams and F. Davies (2005)	200	206	1-Team working (+) 2-Empowerment (+) 3-Involvement (+) 4-Fair rewards (+) 5-Trust in managers(+) 6-Job security(+)	Social exchange theory is used as a framework to predict three outcomes of HRM practices i.e. employee motivation, employee commitment and desire to retain in the organization.
27	Battaglio Jr (2010)	22	274	Job security(+)	Motivation has a strong association with Job security.
	Cho and Lewis (2012)	70		1-Merit based hiring (+) 2-Training	Results vary across the HR practices with age and experience. However, in the mid and late career the

28				opportunities(+) 3-Merit based reward(+) 4- Fair and accurate performance appraisal (+) 5-Fair grievance system (+)	extrinsic rewards drop, and intrinsic motivation become important.
29	Forest (2008)	45		Performance related pay(0)	No effect of Performance related pay has been determined on PSM.
30	Hyde et al. (2009)	37	152	1-Training (+) 2-Flexible working hours (+) 3-Induction(+)	Three themes were emerged i.e. infrastructure, HR practices, help and support regarding employee expectation for better motivation to perform by moderating public service value.
31	Mann (2006)	126		Recruitment selection (+)	Recruitment has a significant effect on PSM.
32	Moon and Roh (2010)	19	127	Work- life balance(+)	Work-life balance proved to be strongly associated with job motivation.
33	Bhatnagar and George (2016)	2	39	1-Incentives (monetary)(+) 2-Working conditions(+)	Performance based financing can be successful in motivating employees by changing in incentive system and working conditions.
34	Park and Berry (2014)	9		Pay for performance (PFP) (0)	A possible solution as an alternative to pay for performance model was suggested to develop a performance appraisal system that incorporate both the extrinsic motivation and PSM to improve reward system in public sector.
35	Perry (2010)	32		1-Direct compensation (wages, salaries, contingent pay) (+) 2-Work and job design (+) 3-Training and development(+)	Weaker extrinsic rewards are substituting intrinsic rewards. Moreover, training and development is getting high priority in workplace.
36	Word and Park (2009)	36	Public Sector =802 Non-Profit =375	Job design(job involvement) (+ for intrinsic motivation and(0) for extrinsic)	Intrinsic motivation has a significant association with job involvement. Whereas extrinsic motivation lacks a significant relationship with job involvement.
37	Ritz and Waldner (2011)	42	122	1-High Salary(+) 2-Job security(+) 3-Training(0) 4-Career(0) 5-Promotion opportunities (0) 6-Work life balance(0)	Extrinsic work motives (Job security, high salary) found to have a significant effect. Whereas development opportunities and WLB has insignificant association with public sector employment.PSM is the main component to employee attractiveness to of public administration.
38	Rasheed, Aslam, Yousaf, and Noor (2011)	91	Questionnaire=50, Interview=10	Performance appraisal system(+)	Obsolete appraisal system, lack of feedback, inexperienced evaluators and lack of motivation for the process are the factors that hinder PA system.
39	Raza (2012)		72	1-Selection(+) 2-Training (+) 3-Rewards(+) 4-Job design(+) 5-Job involvement(+) 6 -Security(+)	HR practices have significant and positive association with personal motivation.
40	Cho and Lee (2012)	22	36,926	1-Performance management system(+) 2-Trust in supervisors(+)	Performance management system promotes perceived performance and motivation and the leverage is also increased by the trust in supervisors.
41	Groeneveld (2009)	10	3,835	Career opportunities(+)	Men are relatively less intrinsically motivated than women. Men value more to promotions and salary rises for career opportunities.
42	Shah, Zaidi,			1-Inadequate remuneration(+)	Inadequate remuneration, poor working environment, political interference (transfers and posting), lack of

	Ahmed, and Rehman (2016)			2- Poor working environment (+) 3-Transfers and posting(+) 4-Transport and education(+)	facilities at home (transport and education) and inadequate trainings create lack of motivation among physicians.
43	Tangaraja, Rasdi, Ismail, and Abu Samah (2015)	13		Knowledge management(+)	Knowledge sharing is associated with extrinsic and intrinsic motivation.
44	Alhassan et al. (2013)	34	324	working conditions(0)	Public health workers are least motivated by physical working conditions.
45	Barima Antwi (2009)	5	Questionnaire=105 Interview=16	1-Pay(+) 2-Benefits(+) 3-Learning and development(+) 4-Working conditions(+)	Monetary reward will work by combining it with training schemes and programs to motivate employees. The total reward system implemented in private sector could not be implemented in public sector because of different in policy goals.
46	Awortwi and Vondee (2007)	9		1-Salaries(+) 2-Job security(+) 3-Bonus and other incentives(+) 4-Trainings (+) 5-Promotions (+) 6-Career advancement(+)	Salaries, job security, bonus and other incentives, trainings, promotions and career advancement are the motivational factors.
47	Bateganya, Hagopian, Tavrow, Luboga, and Barnhart (2009)	17		Incentives(rewards) (+)	Rewards rather than penalties are successful in motivating employees.
48	Brobeck, Odencrants, Bergh, and Hildingh (2013)	22		Training(+)	The result suggested that training enhance motivation.
49	Buchan and Evans (2008)	2		Pay system(+)	The new pay system (agenda for change) enhances new ways of working, recruitment, retention and motivation among NHS staff.
50	Claes and Heymans (2008)	75		1-Recruitment(+) 2-Selection(+) 3-Training (+) 4-Industrial relations(+)	HR practices do very on motivational basis on diversity in older employees and other employees.
51	Dolan, García, Cabezas, and Tzafirir (2008)	56		Supervisory support and encouragement(+)	The findings suggest that the relationship of these variables was significant with employee motivation.
52	Fritzen (2007)	87		1-Term of service(job security and salary)(+) 2-Career prospects(+) 3-Opportunities for growth(+) 4-Performance management(+)	The factor affecting motivation and behavior are not only to be focused the daylight aspects (Term of service, job security and salary, career prospects, opportunities for growth, performance management)but also the shadow aspect must take into consideration(Alternative source of income, informal organizational expectation and culture and professional ethics).
53	Eleni Gaki, Nick Kontodimos, and	31	200	Remuneration(+)	Motivation in nurses are not only relating to economic rewards, but also on intrinsic factors that could lead to self-actualization.

	Dimitris Niakas (2013)				
54	David R Hotchkiss, Hailom Banteyerga, and Manisha Tharaney (2015)	7	43 Primary health care facilities	Financial rewards(+)	Financial factors are vital predictor of motivation among Ethiopian health worker motivation.
55	Katou and Budhwar (2012)	20	348	1-Recruitment(+) 2-Selection(+) 3-Flexible work arrangement (+) 4-work design (+) 5-Performance appraisal (+) 6-Training and development (+) 7-Compensation (+) 8-Promotions (+) 9-Incentives (+) 10-Participations(+) 11-Involvement(+) 12-Communication (+)	These practices have a significant positive influence on organizational performance by mediating psychological contract (motivation, commitment and satisfaction).
56	Kwansah et al. (2012)	24	128	1-Career development (+) 2-Salary and allowance(+) 3-Posting (+) 4-Promotions(+) 5-Working condition(+)	The findings suggest that the relationship between these variables were significant by providing these practices the nurses will be motivated to be satisfied in rural area context.
57	Luboga, Hagopian, Ndiku, Bancroft, and McQuide (2011)	32	641	1-Professional development(+) 2-Staffing(+) 3-work load(+) 4-Salary and benefits(+)	Professional development, staffing and workload, salary and benefits and other factors motivate employees in health sector.
58	Mangham and Hanson (2008)	68		1-Salary(+) 2-Opportunities to upgrade their qualifications(+)	All attributes of the job positively affect the motivation of the nurse, however, the upgrading of the qualifications; Government housing and monthly pay increases had the greatest impact on nurses' employment choices.
59	Mathauer and Imhoff (2006)	446	Kenya = 62, Kenya = 37.	1-Supervision schemes(+) 2-Performance management(+) 3-Training and professional development(+) 4-Participation(+) 5-Intra-organizational communication processes(+)	Non-financial incentives and HRM tools proved to be the source of motivation for health professionals.
60	Schmiedeknecht et al. (2015)		Interview=30, Questionnaire=56	1-Job security (+) 2-Education(+)	Job security, desire for further persuasion of education was prime motivation for long-lasting public sector employment.
61	Songstad, Lindkvist, Moland, Chimhutu, and Blystad (2012)	20		1-Open Performance Review and Appraisal System (OPRAS) (+) 2-Pay for performance(+)	OPRAS and Pay for performance can improve important dimensions of health Motivation of workers in a context of low incomes.

62	Park and Word (2012)	9	430	1-WLB (+) 2-Job security (+) 3-Advancement(+)	These practices found to be positively correlated with intrinsic motivation and job choice.
63	Steidle et al. (2013)	6	307	Promotions and preventions(+)	The different priorities given to work characteristics explain how regulatory focus (promotions and preventions) effect attitudes, behaviors in workplace like job satisfaction and motivation.
64	Thaler, Spraul, Helmig, and Franzke (2017)		114	Trainings(+)	The results indicate a positive effect of training on one of the dimensions of PSM.
65	Waldner (2012)	16	473 (251=Public, 222=Private)	1-Recruitment(+) 2-Job advertisement(+) 3-WLB(+)	Intrinsic motivating work and WLB are the motives for recruitment in public sector.PSM considered among employees use to satisfy public service motives in the selection and recruitment process.
66	Ben-Ner and Ren (2015)	7	409 nursing homes	1-Merit pay(+) 2-Delegate decision making (+) 3-Efficiency wages(fringe benefit) (+) 4-Recruitment through social network(+) 5-Monitoring (+)	This comparative study is based on workplace design for stronger worker motivation between Non-Profit and Local Government nursing homes. The practices are positively related with motivation however varies with respect to nature of employment
67	Bonenberger, Aikins, Akweongo, and Wyss (2014)	38	256	1-Remuneration(+) 2-Work environment(+) 3-In-service training (+) 4-Job security(+)	These effective HRM practices positively affect health worker motivation.
68	Campbell, Lee, and Im (2016)	3	1,407	Performance management(+)	The findings demonstrate that if there is more central Performance management based HRM systems within an organization there would be stronger influence of transformational leadership on employee motivation.
69	Ertas (2015)	9		1-Fairness in performance appraisal and promotions (+) 2-Skill development(+) 3-Creativity(+) 4-WLB(+) 5-Meaningfulness(+) 6-Diversity of work(+)	Different results were found between the comparison of Millennial Employees in Federal Service and the older employees. However, workplace characteristics do have a significant impact on worker motivation and on turnover.
70	Hassan (2013)	14	764	1-Procedural and distributive justice (+) 2-Job involvement(+)	Justice in the allotment of rewards is a vital source of motivation for workers.
71	Witter, Kusi, and Aikins (2007)	75	374	Worker income (+)	The results show that worker income and morale is effective if managed properly even under restricted human resource setting. Moreover, employees rank from the most to least i.e. opportunity to serve, social status, training, allowances, salary and working condition respectively that motivated them to stay at their job.
72	Al Kahtani, Nawab, and Allam (2016)		210	1-Recruitment & selection(+) 2-Training & development(+) 3-Performance appraisal(+) 4-Compensation and benefits(+) 5-Working conditions(+)	The findings suggest that enthusiasm and motivation can be created among employees by implementing Fair HR practices.

				6- Security & health benefits(+) 7- Communication (+) 8-Co-worker relation practices(+)	
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(Note: (+) indicates positive association, (0) indicates no relationship exist).

Literature analysis reveals that most of the different HRM practices used in the literature have a positive (+) influence on employees 'motivation. While some human resource practices appear to have no effect (0) on public sector employees.

3.9 Outcomes of motivation

The following table describes the outcomes identified along with their occurrence frequencies, explaining the influence of HR practices on motivation resulting in employee commitment, OCB, job satisfaction, employee performance and retention.

Table 5: Outcomes

Author (year)	Outcomes	Frequency
- Ahmed Mohammed Sayed Mostafa, Gould-Williams, and Bolland et al. (2015) - Gould-Williams and F. Davies (2005) Gould-Williams et al. (2014)	Employee commitment	3
Ahmed Mohammed Sayed Mostafa et al. (2015)	Organizational citizenship behavior (OCB)	1
- Gould-Williams et al. (2014) - Kernaghan (2011) - Groeneveld (2009) - Gaki et al. (2013) D. R. Hotchkiss, H. Banteyerga, and M. Tharaney (2015) - Kwansah et al. (2012) - Luboga et al. (2011) - Mathauer and Imhoff (2006) - Schmiedeknecht et al. (2015) - Thaler et al. (2016) - Bonenberger et al., (2014) - Ertas (2015)	Job satisfaction	12
- Bellé (2015) - Kernaghan (2011) - Moon and Roh (2010) - Rasheed et al. (2011) - Raza (2012) - Katou and Budhwar (2012) - Mathauer and Imhoff (2006) - Songstad et al. (2012) - Park et al. (2003)	Performance	9
- Adzei and Atinga (2012) - Zinnen et al. (2012) - Shah et al. (2016) - Gould-Williams and Davies (2005) - Cho and Lewis (2012) - Shah et al. (2016) - Buchan and Evans (2008)	Retention	11

• Claes and Heymans (2008) • Luboga et al. (2011) • Schmiedeknecht et al. (2015) • Bonenberger et al. (2014)		
• Kernaghan (2011) • Weldegebriel et al. (2016) • Tangaraja et al. (2015)	Organizational commitment	3

4. Conclusion

This Systematic literature review analyzes a diverse set of HRM practices focusing on the motivational processes in public organizations and examines all those HR practices that have a considerable influence on employees' motivation and can also become the drivers of improved performance, job satisfaction, retention and organizational commitment. The effective HRM would be guaranteed when HR practices are present, judged effectively and properly implemented (D. Guest & Conway, 2011).

The findings of this narrative systematic literature review reveal some unexpected results that much of research work has been done in the health sector while neglecting other sectors that need to be addressed to enhance working in public organizations. Secondly, the research is done largely at one point in time (cross-section); the other research designs might also be employed for efficiently addressing the research problem. The findings also uncover that most articles follow the quantitative approach as a research strategy and neglects the interpretivism approach. In addition, to the identification of publication patterns; human resource practices that affect motivation and the results of motivation have been identified and integrated into a simple process model. This model describes the association amongst human resource practices, motivation and its outcomes. Subsequently, this model could be validated by suitable statistical techniques in an empirical investigation by researchers.

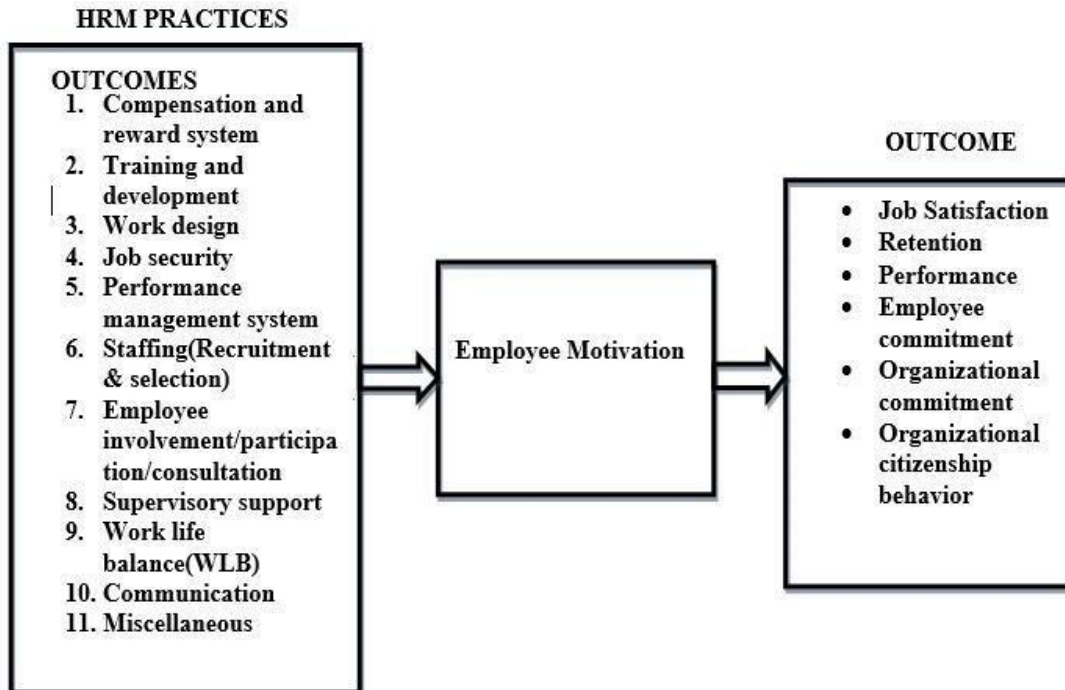


Figure 6: Model(The relationship depicting HR practices, motivation and its outcomes)

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Appendix

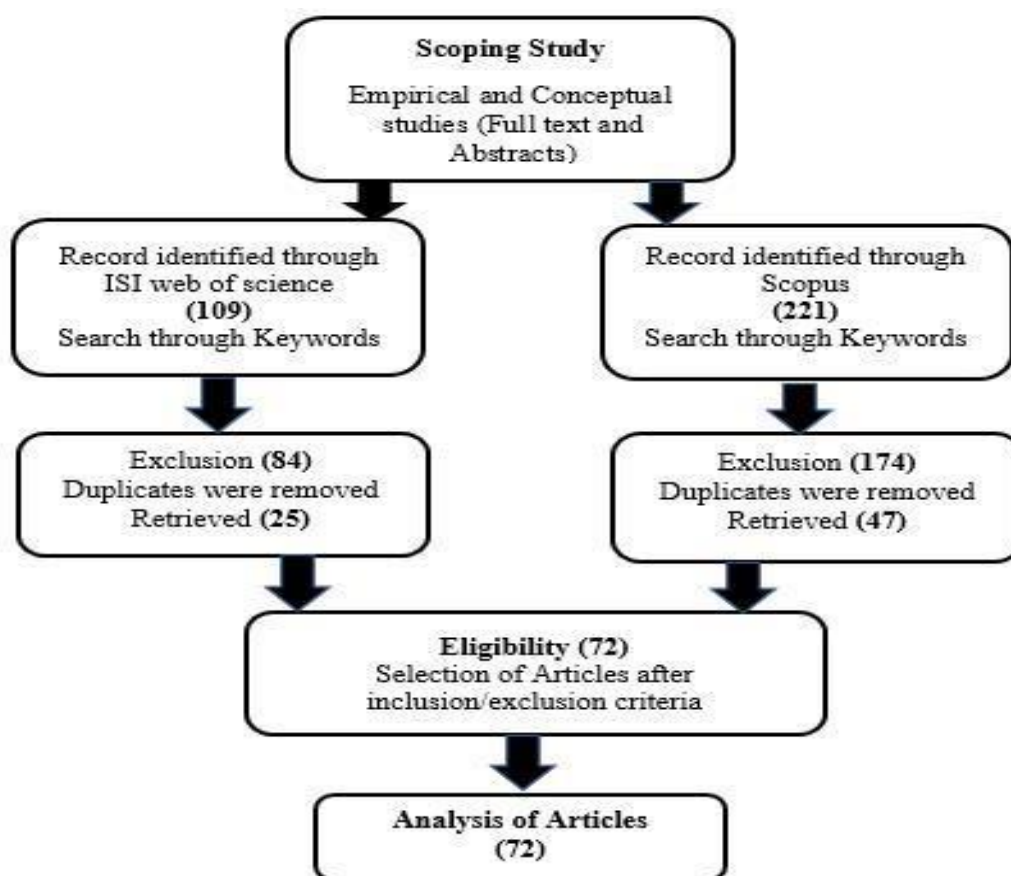


Figure 7: PRISMA flow diagram