

**MASLOW'S THEORY OF MOTIVATION -
ITS RELEVANCE AND APPLICATION AMONG
NON-MANAGERIAL EMPLOYEES OF SELECTED
PUBLIC AND PRIVATE SECTOR UNDERTAKINGS IN
KERALA**

THESIS

SUBMITTED TO THE UNIVERSITY OF CALICUT FOR THE AWARD OF THE
DEGREE OF DOCTOR OF PHILOSOPHY IN COMMERCE

O.VENUGOPALAN

Under the guidance of
Dr. A. K. SARADA
Reader and Dean,
Department of Commerce & Management Studies
University of Calicut

University of Calicut
August - 2007

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Declaration

I, O. Venugopalan, do hereby declare that this thesis entitled '**Maslow's Theory of Motivation - its Relevance and Application among non-managerial Employees of selected Public and Private sector undertakings in Kerala**' is a bonafide record of research work done by me under the guidance of Dr.A.K.Sarada, Reader and Dean, Department of Commerce and Management Studies, Calicut University and that no part of this thesis has been presented before for the award of any degree, diploma or other similar title.

University of Calicut,
} August, 2007



O.Venugopalan

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Certifcate

Certified that this thesis entitled '**Maslow's Theory of Motivation - its Relevance and Application among non-managerial Employees of selected Public and Private sector undertakings in Kerala**' is a record of bonafide research work done by Sri. O. Venugopalan, under my guidance and supervision for the award of the Degree of Ph.D. in Commerce of University of Calicut and that no part of this thesis has been previously formed the basis for the award of any degree, diploma or other similar title in any other university.

He is permitted to submit the thesis to the University.



Dr. A. K. Sarada
(Supervising Teacher)

Calicut Univeristy
1st August, 2007

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Abbreviations

AVS	Arya Vaidya Sala, Kottakkal
HMT	Hindustan Machine Tools Ltd.
HMT MT	HMT Machine Tools Ltd., Kalamassery
HLL	Hindustan Latex Ltd., Thiruvananthapuram
TCL	Travancore Cements Ltd., Kottayam
QA	Quality Assurance

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**MASLOW'S THEORY OF MOTIVATION -
ITS RELEVANCE AND APPLICATION AMONG
NON-MANAGERIAL EMPLOYEES OF SELECTED
PUBLIC AND PRIVATE SECTOR UNDERTAKINGS IN
KERALA**

THESIS

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Chapter 1

INTRODUCTION

An organization is akin to a living mechanism procreated, sustained and nourished by a web of interwoven and intricate human relationships, systematically coordinated by the perspective of goal orientation and governed by motivation.

Motivation as a function of Management plays a pivotal role in determining the level of performance of employees, which in turn influence how effectively the organizational goals are achieved.

1.1 Motivation - Meaning

The word motivation is derived from the Latin word movere, means, “to move”. Yet motivation involves more than just movement. It involves both

physical and mental displacement. Any systematic analysis of motivation should explain both how and why people act as they do.

The term motivation has a variety of meanings. There are numerous lengthy definitions of motivation that go in to great detail regarding internal systems and discuss the interaction of factors such as needs, drives and motives. The study of motivation is concerned basically with why people behave in a certain way. In general terms it is described as the direction and persistence of action. It is concerned with why people choose a particular course of action in preference to others and why they continue with a chosen action even after over a long period and in the face of difficulties and problems.

Motivation is the internal state through which behavioral decisions are made and through which individual's goals or desires are attained. Motives are the "whys" of behavior. Very often they are defined as needs, drives, wants or impulses within the individual. Regardless of how they are defined, however, motives arise and maintain activity as well as determine the general direction of an individual's behavior. This is why motives or needs are commonly referred to as "mainsprings of motivation". A motive is an inner state that energizes, activates or moves (hence motivation) and that directs or channels behavior towards fulfillment of goals. Motivation deals with inner conditions that are not actually

defined and cannot be isolated for physical analysis. Motives such as hunger, security, sex and recognition cannot be seen. One can observe the behaviors that result from internal motives. Eating, drinking operating a machine etc can be observed. The motives that lead to these behaviors can only be inferred. Behavior is the result of some internal motives. The result of motivation is always activity.

From time immemorial, human behavior was and is directed towards attaining goals. Goals do not control behavior. Goals influence behavior and give an individual direction in the attempt to satisfy needs.

Motivation is the process of bringing forth the best efforts of subordinates in accomplishing group assignments¹. It is difficult to assess, measure or determine, it is less open to objective control but plays an important part in creating performances and hence productivity.

Motivation is largely an emotional state, which provides a form of psychic energy to human beings².

Motivation is often referred to as the energizer of human behavior.

Every superior in the organization must motivate his subordinates for the right type of behavior. Diagnosing human behavior and analyzing as to why people behave in a particular manner is of prime importance in motivating them

irrespective of the nature of the organization because individual is the basic component of any organization.

Motivation is one of the most important factors determining organizational efficiency. All organizational facilities will go waste if it lacks motivated people to utilize these facilities effectively.

1.2 Defining Motivation

There are almost as many definitions on motivation as there are writers in the field. A common thread that appears in these definitions is the concern for goal directed behavior.

Some important definitions made by eminent thinkers, writers practioners in the field are follows:

Motivation simply stated is why people do what they do³

Motivation refers to expenditure of effort toward a goal⁴

Motivation is a pre disposition to act in a specific goal directed manner⁵.

The term motivation refers to goal directed behavior⁶. Goal directed behavior is characterized by the process of selecting and directing certain actions among voluntary activities to achieve goals.

Motives are expressions of a person's needs. Hence they are personal and internal⁷.

It may be defined as the state of an individual's perspective, which represents the strength of his or her propensity to exert effort toward some particular behavior⁸.

Motivation has been defined in terms of need satisfaction, that is, the needs that employees seek to satisfy on their jobs, and the manner in which they perceive their work environment as satisfying or dissatisfying⁹.

According to Mitchell¹⁰, motivation is the degree to which an individual wants and chooses to engage in certain specified behaviors.

1.3 Review of Literature

The most widely accepted summary of human needs was described by Abraham H Maslow (1908 -- 1970), a distinguished psychologist who propounded the first theory of motivation "The Need Hierarchy Theory"

He advanced the following important propositions about human behavior.

(a) Humans are wanting beings. They always want and they want more. But what they want depends upon what they already have. As soon as one need is satisfied another appears in its place. This process is unending.

(b) A satisfied need is not a motivator of behavior. Only unsatisfied needs motivate behavior.

(c) Human needs are arranged in a series of levels -- a hierarchy of importance. As soon as needs on lower levels are by and large fulfilled, those on the next higher level will emerge and demand satisfaction.

Maslow views an individual's motivation as a predetermined order of needs. People are motivated to satisfy a hierarchy or sequence of needs. They range from the most fundamental to the most complex¹¹.

He drew insights from actual behavior and presented a motivational model that reflects the progress and accomplishments of the individual. What can be analysed and used to predict behavior is the end results - satisfaction of needs-of the behaviour themselves¹².

1.3.(i) The Need Hierarchy

The basic human needs identified by Maslow in an ascending order of priority are the following:

1. **Physiological needs:** These are basic needs for sustaining human life itself. Food, water, clothing, shelter, sleep and sexual satisfaction.
2. **Safety needs:** These are the needs to be free from physical danger and the fear of loss of a job etc.
3. **Social needs:** since people are social beings they need to belong, to associate, to gain acceptance from associates to give and receive friendship and affection.
4. **Esteem needs:** These are egoistic needs which include those of self-confidence, achievement, competence, knowledge self respect and desire for independence and freedom.
5. **Self- actualisation needs:** At the apex of the hierarchy is the need for self- actualisation. It is the desire to become what one is capable of becoming- to maximize one's potential and to accomplish something.

Various studies have been made in the context of need-based theory declared by A.H Maslow. These include both supportive and non-supportive studies. A note of these various studies are worth mentioning here.

Maslow's theory gained wide spread acceptance particularly in the writings of many prominent organisational theorists¹³. Examples are Haire (1956) Mc gregor (1960) Argyris(1964) Schein(1965). It has been used to explain such

diverse issues as why pay can become unimportant and why self-actualisation seems to be very important to people today.

Porter studied¹⁴ almost 2000 managers who represented the entire range of managerial hierarchy, from first line supervisors to presidents. In his study, the need, which was omitted from the hierarchy categories, was that of physiological needs and the category of autonomy or independence was added in between esteem and self-actualisation needs. He found that the security needs were about equally satisfied with physiological needs on all of the managerial levels studied. The two highest order need categories i.e., autonomy and self-actualisation were the least thoroughly gratified of the need categories even though self actualization gratification tended to increase as the managerial hierarchy was ascended. From that Portor concluded that the three higher order needs (Esteem, Autonomy and Self- actualisation) and their gratifications are linked with one's position in the organization. He also found that the two highest need categories are more important to higher level managers in their jobs than they are to lower level managers.

Surveys in Continental European nations (eleven) and Japan covering 2800 managers show that Maslow's model does not apply well to their managers. For example, managers in Spain and Belgium feel that their security and social

needs are not as well satisfied, as their esteem needs¹⁵. This is contrary to Maslow's model because esteem needs are higher and should be satisfied after the satisfaction of security needs.

In one study on female clerks in an insurance company it was concluded that the Maslow model is open to question as an overall theory of work motivation¹⁶. However the study did find the model to be a fairly reliable way of measuring priority of needs of workers.

Hall and Nougaim¹⁷ undertook an examination of Maslow's need hierarchy in an organizational setting. The last four levels of Maslow's hierarchy were used, excluding the physiological needs. Part of the study involved an analysis of a comparison between the satisfaction score for one need with the strength score for the next higher level need. According to them, the results indicate that the needs change more because of developing career concern than the strength of need satisfaction. This study appears to provide only very limited support for the developmental theory of Maslow.

Lawler and Suttle undertook a somewhat similar study on 187 managers in two organizations¹⁸. They used different samples and somewhat different methods of analysis. But again, although some positive relationship to Maslow theory was found, there were few findings of statistical significance.

In another survey¹⁹ , it was found that many employees seek the fulfillment of higher level needs even before the lower level needs are not gratified, which is also contrary to Maslow model.

.In one study the researcher²⁰ came with the conclusion that little support was found for the prediction that need structures are organized along the dimensions proposed by Maslow, the prediction of a negative relationship between the level of need gratification and the activation of that need or the prediction of a positive relationship between the level of need gratification and the activation level of the next higher need.

Another review²¹ came to the same conclusion. The study stated that, “the available research should certainly generate a reluctance to accept unconditionally the implication of Maslow’s hierarchy”. It is of the opinion that Maslow’s Need Hierarchy theory has no empirical support.

Schmitt²² Coyle, white and Rauschenberger concluded that the strength of the personal growth need was closely related to various job dimensions. The relatedness need also appears to play a significant role in determining a person’s perception of his job.

A study of Porter and others²³ reveals that there is strong evidence to support the view that unless existence needs are satisfied, none of the higher order

needs will come into play. There is also some evidence that suggest that unless security needs are satisfied, people will not be concerned with higher order needs.

Bhushan and Kaur²⁴ studied the levels of satisfaction of employees of public and private mines, taking the pay, co - workers, job conditions and management as factors (of satisfaction), in which the employees from private mines showed greater satisfaction than the employees of public mines with regard to pay, but lower satisfaction in other dimensions.

In a study of need satisfaction²⁵ among managers, faculty members and officers of a nationalized bank, it was found that there is a perceived deficiency in the satisfaction of all needs for the three categories of employees. Among the managers, there is highest dissatisfaction in self - actualization need, followed by social need. In the case of faculty members, more dissatisfaction was found in the need for autonomy, followed by self - esteem whereas officers perceive highest deficiency in satisfaction of need for self actualization, followed by social need.

Misra and Jain²⁶ (1986) studied the effects of self-esteem, need for achievement and the need for autonomy on the job performance - job satisfaction relationship among employees of an aeronautics industry in Lucknow. The results indicate that self - esteem, need for achievement and need for autonomy play a moderating role in the job performance.

Yet another study²⁷ reveals that higher-level employees care more for self-actualizing values like achievement, recognition and independence whereas lower level employees care more for salary and fringe benefits.

In a review, Damodar Saur²⁸ found that the workers assign highest importance to materialistic values. Higher-level employees attach more importance to higher order values, which can satisfy mental needs whereas lower level employees attach more importance to lower order values, which can satisfy physical needs.

In another study²⁹ made among computer engineering executives, it was observed that the software professionals in the salary range of Rs. 3000 - 4500 per month that time have met their physiological, security and social needs and therefore, job challenges and recognition which essentially cater to self - actualization and esteem needs remain the main source of motivation and consequently, satisfaction to these executives.

In a research finding³⁰ it is revealed that at one time social scientists thought that a job was satisfying when there was a match between the characteristics of a job and the needs of the individual. Recent research suggests that the determinants of satisfaction are more complicated than this. Between people and their jobs there are numerous variables that determine job satisfaction.

They are expectations, self – evaluating social norms, social comparisons, input - output relations and commitments.

Shapiro and Wahha³¹ studied job satisfaction as measured by job description index of 75 employees in a steel manufacturing concern. The results indicate that Taylor's concept of money, as a prime motivation of human effort is still a viable hypothesis. It is concluded that employees are not highly motivated by social needs, self - esteem and self - actualization or work associated needs.

Blair assumed that job satisfaction would vary according as the needs were gratified by the job³². From a sample of 470 employees, it was concluded that among various job characteristics, the most important job satisfier were interesting duties, job security and self - actualization.

Ronan³³ studied 241 employees to assess relative importance of 18 job characteristics in relation to job satisfaction and found that job security was not important to salaried workers but it was important to both managerial and hourly workers.

Rao CV³⁴ Sriveswara and Ganguli T, in their study of the determinants of job satisfaction and the relative contribution of motivation and hygiene to the supervisors and clerks have found that the classification of job factors in to motivators and hygiene is too rigid when a different methodology was followed.

Narain³⁵ has in a study of three levels of managers in the central and state public enterprises in India noticed that while job security is recognized by all employees as the most important need, personal growth, accomplishment and recognition increase with increasing levels in the hierarchy. Task variables and responsibility associated with higher positions greatly contribute to job satisfaction.

Wahba³⁶ and Bridwell tested Maslow's theory and concluded that there is no clear evidence that human needs are classified in five distinct categories, or that these categories are structured in a specific hierarchy.

Since 1960's some motivational research has been carried out in India. It can be seen that the works carried out by most of the authors pertain to supervisory and managerial motivation. Some of the aspects concerned are, two factor theory, job satisfaction, authority, pay, job security, behavior management through Gita, will to yoga, self-awareness motivational climate, human resources development, trainer development, employees need structure etc.

Ganguly HC³⁷, in his study on supervisors, found that pay and autonomy are important factors deciding motivation and organization structure is the theme.

Lahiri and Srivastava³⁸ found contradicts in the two-factor theory, when they conducted a research on middle level managers.

In another study³⁹ on middle level managers, it is found that accomplishment and promotion are two important determinants.

In a research study⁴⁰ on Bank Managers, it is observed that social and esteem needs are important. The same researcher with Ganguli T made their study⁴¹ on supervisors and clerical staff in which they came to the conclusion that job satisfaction depends on occupational level.

In 1972, S.K Bhattacharya⁴², conducted survey among managers, which led to a finding that managers dissatisfied over authority and goal setting.

Laxmi Narain⁴³ studied the top, middle and lower level managers of public sector enterprises with regard to need satisfaction and came with the findings that the highest need deficiency is in recognition and promotion.

In an examination of supervisors of industrial personnel based on two-factor theory, the researchers⁴⁴ arrived at the conclusion that motivators and hygiene factors are not mutually exclusive.

In a study made by Gopalakrishnayya.K,⁴⁵ in 1973, among the middle level managers and supervisors of public and private sector enterprises, it was

observed that high level private sector bosses are more satisfied lot than public sector bosses.

The two-factor theory was rejected in a finding among managers of public and private sector enterprises, conducted by Pestonjee. DM and Basu.G⁴⁶

Another study conducted by Ganguli.H⁴⁷ among middle level managers, with regard to the role status and money as motivators, came with the finding that importance of pay, job, security etc. decreases as one moves up.

In one study⁴⁸, it was observed that motivation varies with level, when the researchers conducted their study among senior, middle and junior managers.

Parikh JC and Salvani HD⁴⁹ studied about job satisfaction among engineers of a public sector enterprise in Gujarat, which revealed that self-awareness promotes job satisfaction.

Balaji⁵⁰ studied professionals and non - professionals in Co-operative organizations in which he found that organizational commitment promotes satisfaction.

A study⁵¹ was conducted among scientists, which points out that dissatisfaction is more in autonomy and self-actualization.

Chakraborty⁵², in 1987, conducted a research among all levels of organizational hierarchy, relating yoga to attain quality in work life, which came

with the conclusion that, will to yoga is an aid to quality of work life. The spiritual aspects are imperative.

In this context, it is appropriate to touch some works done on motivation abroad. Oliver salt Marsh⁵³ stresses that cash in hand is still a powerful motivator. He is of the opinion that work, per se, is not really a motivator except for the fact that work is needed to earn a living. Holly Rawlinson's study⁵⁴ reveals that employees rank "recognition when I have done a job" higher than other such motivators as competitive salary and pay for performance.

Tara Divakar⁵⁵ noted that safety awareness is minimal among industrial workers, as she found that employees in FACT have affected bronchial asthma much more than the state average and suggested that the company should give more attention towards the welfare of its employees.

In a study conducted by JC Nwachukwu and J.O Igbokwe⁵⁶ in 1996, in Nigerian manufacturing industries, they suggested that wage incentives could be used to motivate, increase productivity and improve labor relations in a depressed economy.

Pareek⁵⁷ (1987) has identified six primary motives relevant for understanding the behavior of people in organizations. Operational definitions of

these motives are Achievement, Affiliation, Influence, Control, Extension and Dependence.

Job content and monetary benefits appear to be the two critical determinants of motivation. This was a study made on 163 executives of a public sector organization by Baldev R Sharma and Kamaljit Kaur⁵⁸.

Padmakali Mishra and Gopa Bhardwaj conducted a study on Motivational analysis of Managerial behavior in a Public Sector organization. The findings of the study were that affiliation and dependance⁵⁹ were found to be the dominant motives.

Dr. Inder Jeet Sagar points out⁶⁰ that wages are considered to be the most important factor (97.3%) in maintaining industrial relations in small scale sector.

The various research studies mentioned above based on the theory set by Maslow can be grouped as supportive and non-supportive studies.

Some of the major studies which conclude with the support for Maslow's theory were undertaken by behavioral researchers like Porter and Lawler, Porter himself, Bear, Armstrong et al, Bhushan and Kaur, Misra and Jain, Damodar suar, Solanki etc. Their research results support the relevance and applicability of the theory in real life situation and found this model to be a fairly reliable way of measuring priority of needs of people.

On the other hand non – supportive approaches have also been expressed to the Maslow’s theory in various research studies undertaken by behavioral scientists like Mason Haire et al, Hall and Nougaim, Wafford, Lawler and Suttle, Schmitt et al, Wahba and Bridwell, Korman et al, Anantharaman and Balachandran etc. These studies reveal that Maslow’s theory has little statistical significance and many people seek the fulfillment of higher order needs even when lower order needs have not yet been gratified.

Thus several behavioral scientists, both from India and abroad have been interested in applying Maslow’s theory on motivation in different fields and expressed different opinions in support of the theory and against it. Both the supportive and non-supportive studies throw light into the relevance as well as the limitation for the application of the theory. Even though the opponents of Maslow feel that the need hierarchy change in some cases, by and large, it is found that Maslow’s theory has got wide applicability, saving a few exceptions. Since motivation is the desire or drive within a person, to achieve some goal through the realization of his own needs, the diverse views expressed by these eminent management scientists with regard to the Maslow’s Theory of motivation are worth mentioning.

1.4 Significance of the Study

Motivation is essential to the operation of organization. No matter, how much machinery and equipment an organization has, these things cannot be put to use until they are released and guided by people who have been motivated.

In any organized business undertakings, the total employees are broadly classified into two categories: Managerial and Non - managerial. Although, several researches have been made among managerial and Non - managerial class collectively or managerial and non - managerial personnel separately, much attempt has not been made with regard to the applicability of the need satisfaction factors as laid by Maslow to the non - managerial class of employees belonging to public sector and private sector in general and a comparative analysis of satisfaction level of non - managerial employees of public sector and private sector in particular.

In the midst of claims and counter claims, nothing conclusive has been established in terms of explaining the level of satisfaction of non-managerial employees of both public sector and private sector undertakings with regard to need hierarchy theory. Any comprehensive study linking the comparative satisfaction level of non-managerial employees from both type of organization has not been reported so far.

Hence, the researcher makes an earnest attempt to study the applicability of need satisfaction factors among non - managerial employees of public sector undertakings and private sector undertakings in Kerala by taking six prominent undertakings (three from govt. sector and three from private sector) to make a comparative analyses of satisfaction level of non - managerial employees of public sector and private sector based on Maslow's motivational theory. This work is an attempt to study motivation as a comparative basis in the public and private sectors in the Indian context in order to present a holistic approach and to bridge the wide gap existing in motivational area, as very few organized research on motivation has been carried out in India. The study will be helpful to the managers of public sector as well as private sector enterprises for better management, especially in an environment of privatization, liberalization and globalization.

1.5 Objective of the Study

The main objective of the study is to bring about the relevance of Maslow's motivation theory and its application among non - managerial employees of public sector and private sector undertakings in general and a comparative analysis of satisfaction level of non- managerial employees of public sector and private sector in particular.

To achieve the above objective, the specific objectives set are:

1. To make a theoretical analysis of motivation
2. To analyze the hierarchy of needs set by Maslow according to its order of prepotency.
3. To study the relevance of the application of Maslow model among the non - managerial employees of public and private sector undertakings of Kerala.
4. To ascertain the level of satisfaction of non - managerial employees of public and private sector undertakings of Kerala based on Maslow model.
5. To make a comparative study to find the difference, if any, in the level of satisfaction among non - managerial employees of public sector and private sector undertakings based on Maslow model.
6. To draw inferences based on the analysis and give appropriate suggestions.

1.6 Hypotheses:

The following hypotheses have been formulated:

1. The level of satisfaction of non-managerial employees of public sector is greater than that of private sector employees with respect to:
 - a) Basic Needs satisfaction
 - b) Security Needs satisfaction

- c) Social Needs satisfaction
 - d) Esteem Needs satisfaction
 - e) Self-actualization Needs satisfaction
2. The level of overall satisfaction among the non-managerial employees of public sector is greater than that of private sector undertakings.
 3. Job security of non-managerial employees in public sector is more than that of private sector undertakings.

1.7 Methodology

Business organizations, both in public and private sector, are generally dealing in the most sensitive and vital spheres of Indian economy. Hence it is quite justifiable to select prominent undertakings both from public sector and private sector for the selection of samples. Three prominent undertakings from public sector, namely, Hindustan Latex Ltd, Thiruvananthapuram; Travancore Cements Ltd., Kottayam; and Hindustan Machine Tools Ltd., Ernakulam and three prominent undertakings from private sector, namely, Common Wealth Trust, Kozhikkode; Kottakkal Aryavaidyasala, Kottakkal, Malappuram; and Padhoor Plantations, Kalpetta, Wayanad were selected for the study. All the six

undertakings selected were manufacturing organizations. The selection was made on random basis.

From the organizations so selected, 470 employees – 215 from the public undertakings and 255 from the private undertakings were selected so as to make a proportionate sample size by applying random sample method.

1.7.(i) Collection of Data

The study is designed as an empirical one based on the survey method. Data have been collected from both primary and secondary sources. Primary data was extensively used and secondary data was used to provide background information.

Primary data collection was preceded by a pilot survey in order to gain essential information for planning and formulating the main theme. A questionnaire was framed based on the experience gained from pilot study. Pilot survey helped the researcher to determine the approach to be taken in conducting structured interview schedules and eliciting responses and was also helpful in understanding the attitude of employees in responding to the queries.

For the collection of primary data, questionnaires - both in English and in vernacular language were used. Codified / uncoded questions were asked, depending on the nature of information to be elicited. In the codified segment

employees were asked to choose one of the five possible answers to each question. This pattern is not only convenient but also adaptable to computer simulation. The employees were directed to fill in the details and return the questionnaire on the next working day. Where filled questionnaires were not received, a second / third visit was made after prior intimation. Personal interviews were also made for eliciting additional information and the information so collected were incorporated in the study. Direct personal observation was also used as a major tool to assess welfare measures. The researcher visited hygiene centers, canteens, co - operative stores and a few quarters with a view to assess the facilities available.

Secondary data were collected from the reports, and published materials and periodicals of the different undertakings, and from the management journals of India and abroad.

1.7.(ii) Method of Analysis

The data have been collected, edited, classified and analysed using mathematical and statistical tools such as percentages, average, normalized index, regression, mean score (Standard deviation) and Z test with the help of Statistical Package for Social Sciences (SPSS). All data have been adequately condensed in tabular/ graphical / diagrammatic / or pictorial form to render easy comprehension.

1.8 Limitations of the Study

The study has been conducted under the following limitations.

A major limitation in social science research is the lack of reliability of the data collected from respondents due to their reluctance to share the correct information regarding their demographic and socio-economic particulars. The perception of the informants regarding the working environment and personal life style are divergent and because of that there is a possibility of their observations being biased.

However, all efforts are made to bring a cross section of the employees with in the purview of the study with the aid of the questionnaire, direct personal interviews, and informal discussions with the employees in order to ensure accuracy and justify the results.

The scope of the study is limited to the selected motivational area, namely, motivational factors confined to the theory set by Abraham Maslow.

1.9 Scheme of Presentation

The study is presented in six chapters. The introductory chapter includes basic concepts of motivation, meaning and definitions, review of literature, need and importance of the study, scope and objectives of the study, the methodology and limitations of the study.

The second chapter gives an overview of different leading theories of motivation.

The third chapter describes Abraham Maslow's Need Hierarchy Theory in detail. Chapter four gives a narration of the brief account of the organizations selected for the study and the profile of the respondents.

The fifth chapter analyses the need relevance and satisfaction based on Maslow's model as applicable to the non - managerial employees of public sectors and private sectors and does a comparative analysis of the need satisfaction levels of non-managerial employees of public sector and private sector.

The sixth chapter summarises the major findings of the study and offers valid suggestions.

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**MASLOW'S THEORY OF MOTIVATION -
ITS RELEVANCE AND APPLICATION AMONG
NON-MANAGERIAL EMPLOYEES OF SELECTED
PUBLIC AND PRIVATE SECTOR UNDERTAKINGS IN
KERALA**

THESIS

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Chapter 2

THEORIES OF MOTIVATION

An attempt is made in this chapter to bring a theoretical base for motivation.

There are many competing theories, which attempt to explain the nature of motivation. These theories are all, at least, partially true, and all help to explain the behavior of certain people at certain times. However, the search for a generalised theory of motivation at work appears a vain quest. Motivation varies over time and depending up on the circumstances.

It is because of the complexity of motivation and the fact that there is no single answer to what motivates people to work well, that these different theories are important for the managers to guide them. They show that there are many motives, which influence people's behavior and performance. The different

theories provide a framework within which direct attention is incorporated to the problem of how best to motivate staff to work willingly and effectively. It is important to emphasize that these various theories are not conclusive. These different cognitive theories of motivation are usually divided into two contrasting approaches¹ : content theories and process theories.

Content theories attempt to explain those specific things, which actually motivate the individual at work. These theories are concerned with identifying people's needs and their relative strength, and the goals they pursue in order to satisfy these needs. Content theories place emphasis on what motivates.

Process theories attempt to identify the relationship among the dynamic variables, which make up motivation. These theories are more concerned with how behavior is initiated, directed and sustained. Process theories place emphasis on the actual process of motivation.

2.1 Maslow's Need Hierarchy Theory

The most well known and pioneering theory of motivation is that of Abraham Maslow's hierarchy of needs. According to Maslow's hierarchy of human needs, people are motivated by five basic needs. These needs are arranged in the order in which a person seeks to gratify them. These needs are:

1. Physiological needs - (food, clothing, shelter, etc.,)

2. The need for safety and security - (freedom from danger, job security, health-care etc.,)
3. The need to belong - (Acceptance by the group, friendships, love etc.,)
4. The need for esteem - (Recognition by others, feeling of achievement etc.,)
5. The need for self-actualization - (fulfillment of capacities)

The needs are arranged in order of importance under the assumption that a lower level need is satisfied before the next higher level need becomes a motivating factor. People try to satisfy their physiological needs first. When their basic needs are ensured, they seek security, belongingness, esteem and finally self-actualization. When one need is satisfied, next higher level need emerges to take its place. People are always striving to satisfy the new needs that emerge.

Since the need hierarchy theory of Abraham Maslow is being the core of study, this theory is dealt in detail in chapter III separately.

2.2 Alderfer's ERG Theory

2.3 Clayton Alderfer reorganized Maslow's Need hierarchy into three levels of core needs: (1) Existence needs (2) Relatedness needs and (3) Growth needs - hence the label ERG Theory ².

Existence needs includes both physiological and safety needs; it corresponds to the lower-order needs of Maslow's theory. Relatedness comprises love and belongingness needs. Growth incorporates both esteem and self-actualization needs. Relatedness and growth needs together comprise the higher order needs as set by Maslow.

ERG Theory argues like that of Maslow that satisfied lower order needs lead to the desire for satisfaction of higher order needs. But Alderfer states that multiple needs can be operating as motivators at the same time. An employee frustrated in efforts to satisfy growth needs, for example, might be motivated to satisfy the lower level relatedness needs.

2.3 Herzberg's Two-Factor Theory

On the basis of extensive interviews with some 200 engineers and accountants employed in 11 industries in an around Pittsburgh area, U.S.A., Frederick Herzberg and his associates developed a Two factor³ model of motivation. In the interviews they were asked about what kind of things on their job made them unhappy or dissatisfied and what things made them happy or satisfied. From the analysis they found that reported good feelings were associated with job content factors⁴. Reported bad feelings, on the other hand, were

associated with the peripheral aspects of the job-the job context factors. The intrinsic job content factors are the job satisfiers or motivators and the extrinsic job context factors are the dissatisfiers or hygiene factors. Taken together, they became known as Herzberg's dual factor theory.

2.3.(i) Hygiene Factors

Company policies and administration, supervision, working conditions, security, status, salary, interpersonal relations are considered as maintenance factors. They are not an intrinsic part of a job, but they are related to the conditions under which a job is performed. Maintaining a hygienic work environment will not improve motivation. He found that the presence of hygiene factors will prevent dissatisfaction but do not increase satisfaction or motivation and the absence of which, increase dissatisfaction with the job. Hence he called these factors as dissatisfiers/maintenance factors.

2.3.(ii) Motivators

Motivators are associated directly to the content of job itself. These factors include achievement, recognition, advancement, work itself, responsibility,

growth etc. The presence of motivators leads to satisfaction whereas the absence of which will prevent both satisfaction and motivation⁵.

According to Herzberg's theory, only challenging jobs that have the opportunities for achievement, recognition, responsibility, advancement and growth will motivate personnel.

2.3.(iii) *Relation to Maslow Theory*

Herzberg's theory is closely related to Maslow's need hierarchy. On a comparison, one can see that the maintenance or hygiene factors are roughly equivalent to Maslow's lower level needs and the motivators are roughly equivalent to Maslow's higher level needs.

2.4 Achievement Motivation

David McClelland and his associates (Notably John Atkinson), focused on needs similar to the higher order (social and esteem) needs identified by Maslow. McClelland's needs theory, also called Achievement motivation theory⁶ is concerned with how individual needs and environmental factors combine to form three basic human motives.

2.4.(i) *Need for Achievement (n Ach):*

People who want to take responsibility for finding solutions to problems, who seek challenge, who is willing to work hard and who has the mental vigor to reach the ultimate goal are considered to have a high need for achievement. Achievement motivated people tend to get more pay raises and are promoted faster because they are constantly trying to think of better ways of doing things. They have a desire to do something better or more efficiently than it has been done before. This drive is the achievement need.

2.4.(ii) *Need For Power (n Pow):*

Need for power is the desire to have impact to be influential, and to control others. A high need for power means that an individual seeks to influence or control others. Individuals with this need are concerned with acquiring, exercising and retaining power or influence over others. They prefer to be placed into competitive and status oriented situations. They generally tend to seek positions of leadership. Top level managers, politicians etc., have a high need for power.

2.4(iii) Need For Affiliation (n Aff):

Need for affiliation is related to the desire for affection and establishing friendly relationships. People who have a high need for affiliation view the organization as a chance to form new and satisfying relationships. They are motivated by the jobs that provide frequent interaction with colleagues. They derive pleasure from being loved by the group.

Each of the McClelland's three motives evokes a different type of feeling of satisfaction. Achievement motive tends to evoke a sense of accomplishment, power motive tends to evoke a sense of authority and affiliation motive tends to evoke love and affection. The most effective mixture of these three motives depends on the situation. Different studies⁷ indicate that most effective managers have a high need for power, a moderate need for achievement and a low need for affiliation. Tools like Thematic Apperception Test (TAT) are used to measure and determine the strength of these needs.

For the purpose of identifying the similarities in these theories, an attempt has been made for comparing these four theories.

Figure 2.1

Comparison of needs in four theories of motivations

MASLOW	ALDERFER	MC CLELLAND	HERZBERG
Self-actualisation	Growth	Need for Power	Motivators
Esteem or Ego		Need for Achievement	
Belongingness and love	Relatedness	Need for Affiliation	Hygiene
Safety and Security	Existence		
Physiological			

Source: Gordon R. Judith et al, *Management and Organizational Behavior*, Allyn and Bacon, 1990, p.428.

The underlying concept of motivation is some driving force with in individuals by which they attempt to achieve some goals in order to satisfy some need or other. On a comparison of these Need Theories (Figure 2.1) it is seen that the Existence Needs of Alderfer is roughly equal to Maslow's Physiological and Safety Needs; The Relatedness Need of Alderfer and the Affiliation Need of McClelland is more or less equivalent to the Social Needs of Maslow. The Hygiene factors of Herzberg are nothing but the Physiological, Safety and love

Needs of Maslow. The Esteem and Self-actualization Needs of Maslow comprises the Growth Needs set by Alderfer, the Need for Achievement, the Need for Power set by McClelland and the Motivators of Herzberg.

2.5 Theory X and Theory Y

Douglas Mc Gregor proposed⁸ two distinct views of human beings: one basically negative, labeled Theory X and the other basically positive, labeled Theory Y. These labels describe contrasting set of assumptions about human nature.

Theory X assumes that most people prefer to be directed, are not interested in assuming responsibility and want safety above all. It is the traditional view of management that suggests that managers are required to coerce, control or threaten employees in order to motivate them.

2.5.(i) Assumptions about Human Nature under Theory X:

1. Employees inherently dislike work, and whenever possible will attempt to avoid it.
2. Employees are not ambitious, and they avoid responsibility.

3. Employees must be coerced, controlled, directed and threatened with punishment to achieve organizational objectives.
4. Employees lack creative ability in solving organizational problems.
5. Employees seek security and economic rewards.

Theory X is a conventional approach of management, based on traditional assumptions about human behavior. It is negative, traditional and autocratic style. Drawing heavily on Maslow's hierarchy of needs, Theory X assumes that lower order needs dominate individuals. But in fact, Management by direction and control may not be effective for motivating people whose physiological and safety needs are reasonably satisfied and whose social, esteem and self actualization needs are becoming predominant.

For having a more realistic and accurate understanding of human nature and motivation, Mc Gregor developed an alternative theory of human behavior called Theory Y. Theory Y is positive, participating and democratic. This theory assumes that, people are not, by nature, lazy and unreliable. It postulates that people can be basically self directed and creative at work, if properly motivated.

2.5.(ii) Assumptions about Human Nature under Theory Y:

1. Employees can view work as natural as play or rest.

2. People are not by nature passive or resistant to organizational needs. They can exercise self-direction and self control, if they are properly motivated.
3. Employees have creative capacity in solving organizational problems.
4. An average employee learns, under proper conditions, not only to accept but also to seek responsibility.
5. Self control is often indispensable in achieving organizational goals.

Thus Theory Y assumptions present a high degree of faith in the capacity and potentiality of people. Theory Y assumes that higher order needs dominate individuals. Unfortunately there is no conclusive evidence to confirm that either set of assumptions are valid. Both Theory X and Theory Y assumptions may be appropriate in a particular situation.

2.6 Immaturity - Maturity Theory

Cris Argyris⁹ has postulated a descriptive and multidimensional developmental process along which individuals in an organization naturally grow towards maturity. He has examined various industrial organizations to determine the effect of management practices on individual behavior and their personal growth in work environment. Argyris noticed that there are seven basic changes

that take place in the personality of individuals moving from immaturity to maturity over the years. They are as follows: -

2.6.(i) Immaturity - Maturity Continuum

Passive	-	Active
Dependence	-	Independence
Behave in a few ways	-	Capable of behaving in many ways
Shallow abilities and interests	-	Developing stronger and deeper Interests and abilities
Short time perspective	-	Long time perspective
Subordinate Position	-	Equal or super ordinate position
Lack of self-awareness	-	Self-control and self-awareness.

People in work organizations will have a tendency to grow from an infant to a matured state. But many organizations are structured and organized in such a way that the management practices they follow will keep away the employees from maturing. Employees are given minimal control over their environment. They are expected to be passive, dependent and subordinate. If the

organization is too formal that it has definite plans, policies, procedures and methods, an employee will need to be submissive and passive, which suggest a Theory X type of organization.

In between a mature personality and a highly structured organization, an employee has options like escape, fight or adapt¹⁰.

When the structure of the organization is too formal, where employee has no control over their environment, he may escape by quitting the job, being absent from work or getting promotion to higher levels. One can fight the system by exerting pressure on the organization by means of informal groups or through labor unions. Another way is to adapt to situations by developing an attitude of apathy or indifference. This is the most unhealthy option that an employee chooses - according to Argyris. He argues that management should provide a good work climate in which every one has a chance to grow and mature as individuals¹¹. Since employees can move from the state of immature behavior to mature behavior, he supports Theory Y, propounded by Mc Gregor, and both (Mc Gregor and Argyris) found that broadening individual's responsibility is beneficial to both workers and the organization.

A change in the organization is essential so that individuals grow and mature in it. This in turn will motivate employees, which will provide maximum

potential from them, in accomplishing organizational objectives. Thus Argyris proposes that the existing bureaucratic - pyramidal organization structure (the organizational counterpart to Theory X assumptions about people) should give way to humanistic - democratic value system (the organizational counterpart to Theory Y assumptions about people¹²).

2.7 Vroom's Expectancy Theory

One of the most widely accepted explanations of motivation is Victor Vroom's¹³ expectancy theory. Vroom proposed his expectancy theory in 1960's as an alternative to the content models.

Vroom explains that motivation is a product of three factors, viz, Valence (how much one wants a reward), Expectancy (one's estimate of the probability that effort will result in successful performance) and Instrumentality (one's estimate that performance will result in receiving the reward).

This motivational relationship is expressed in the form of a formula.

$$\text{Motivation} = V \times E \times I \text{ (Valence} \times \text{ Expectancy} \times \text{ Instrumentality)}$$

Valence is the strength of a person's preference for a particular outcome. It is the personal value workers place on the rewards they believe they will receive for performance. When valence is high, motivation is also high.

Expectancy refers to a person's perception of the probability that effort will lead to performance. Instrumentality is a person's perception of the probability that certain outcomes are attached to performance. Thus an individual is motivated by the perceived reward available to him for accomplishing a goal. For example, an employee who feels that his promotion depends upon his excellent performance, then there are two outcomes, namely, first level outcome, i.e., excellent performance and the second level outcome, i.e., his promotion. Here his valence should be considered. Valence for a reward is unique to each employee. His valence, (i.e., strength of preference for the particular outcome) may be positive, neutral or negative. If his desire for promotion is high, his valence will be positive. If he is indifferent to promotion, valence will be zero and if he dislikes promotion, then it will be negative. Here the employee would be motivated towards excellent performance because of his preference to be promoted. The excellent performance, i.e., the first level outcome is being seen as instrumental in getting his promotion, i.e., second level outcome.

Thus according to Vroom, motivation is the product of valence, expectancy and instrumentality. This theory represents a comprehensive, valid and useful approach to understanding motivation¹⁴.

2.8 Porter and Lawler Model

A much more complex model of work motivation based on expectancy theory - probably a refined and extended Vroom's model was developed by L.W. Porter and E.E Lawler¹⁵.

This theory states the relationship between efforts, performance, rewards and satisfaction. The individual effort of an employee is basically dependant upon the value of expected reward. Thus in anticipation of the expected reward, employee effort leads to better performance. But for better performance, a person must have the necessary abilities and skills. Efforts and performance cannot be equated. In between them, traits and abilities have a play. The performance leads to rewards - either intrinsic rewards which is one built in by oneself for his good performance or extrinsic rewards like pay, promotion etc. which are given by organization. Satisfaction is invariably connected with rewards. If the actual rewards are greater than the perceived reward, employee gets satisfaction and vice versa. This satisfaction will have an influence on the future personal values.

Although this theory is proved to be quite complex and difficult to measure, it is more applications oriented model. Despite its complexities, the

efforts - performance - reward - satisfaction system provides a very useful tool for understanding human behaviour in organizations.

2.9 Reinforcement Theory

Reinforcement theory applies the behaviorist learning theories to motivation. Also called Organizational Behaviour Modification Theory or O.B. Model developed by B.F Skinner is quite different from the cognitive theories of motivation. While cognitive theories like Maslow's need hierarchy argues that internal needs lead to behaviour, reinforcement theory states that external consequences tend to determine behaviour. It ignores the inner state of needs of the individual.

Reinforcement theory reveals that human behaviour can be explained in terms of the previous positive or negative outcomes of that behaviour. This is truly a behaviouristic approach where one can see that reinforcement conditions behaviour. The repeating behaviors that people have learned will produce pleasant outcomes. Those behaviors, which are rewarded, tend to be repeated and those behaviors, which are either not rewarded or punished, tend to disappear.

Behaviour modification is based on the idea that behaviour depends on its consequences and therefore, it is possible to control a number of employee

behaviors by manipulating their consequences. Skinner is of the opinion that people's behaviour can be controlled and shaped by reinforcing desired behaviour consecutively. When the reinforced behaviour is repeated, the unrewarded behaviour tends to disappear. If the behaviour is not as precise as desired by a superior, repeated reinforcements in the desired direction can move the actual behaviour close to the desired behaviour. Thus reinforcement provides a strong and powerful means of shaping behaviour. It should be applied in conjunction with the principles of social learning¹⁶. Rewards or reinforcements must meet an employee's specific needs and must be applied equitably. Management personnel should have a clear idea about the behaviour they want to encourage and consistent in reinforcing them.

2.10 Adam's Equity Theory

Evolved from social comparison theory, Adam's theory of Equity¹⁷ is considered as one of the popular social exchange theories, gained widespread attention only in the recent past. Developed by J. Stacy Adams, Equity theory states that a major input into job performance and satisfaction is the degree of equity or inequity that people perceive in their work situation.

In simple terms, this theory states that equity occurs when the ratio of a person's outcome to his inputs equals to the ratio of another person's output to

inputs. Inequity occurs when a person perceives that the ratio of his outcomes to inputs and the ratio of a relevant other's outcomes to inputs are unequal. Here, the inputs (ex: education, social status, qualifications, age, organizational positions etc) and outputs (ex: rewards such as pay, promotion, the intrinsic interest in the job etc) of a person and other are based up on the person's perceptions. Equity theory assumes that people assess their performance and attitudes by comparing both their contribution to work and the benefits they derive from it to the contributions and benefits of another person. Equity theory further states that a person is motivated in proportion to the perceived fairness of the rewards received for a certain amount of effort as compared to others. The theory recognizes that individuals are concerned not only with the absolute amount of rewards they receive for their efforts, but also with the relationship of this amount to what others receive. People make judgments as to the relationship between their inputs and outcomes and the inputs and outcomes of others.

Equity theory tells that individuals are motivated to reduce any perceived inequity¹⁸. They strive to make the ratios of outcomes to inputs equal. When inequity exists, the person making the comparison strives to make the ratios equal by changing either the outcomes or the inputs, thereby return to a condition of equity.

This process theory of motivation is not free from criticism. It is difficult to assess the perception of employees. It is quite difficult to choose another comparable person. Nevertheless, Equity theory continues to offer some important insights in to employee motivation.

2.11. Motivation is a basic psychological process. It is the willingness to put forth effort in the pursuit of organizational objectives. Various theories have been associated with motivation – need theories, expectancy theories, reinforcement theory, equity theory etc.

Maslow theory states that individuals have a hierarchy of needs-from the most basic needs to the highest level of self - actualization. Alderfer refined the Maslow's theory into three need categories: Existence, Relatedness and Growth. This theory is known as ERG theory. McClelland and his associates focused on needs similar to the higher order needs set by Maslow. McClelland identified the three motives: Need for power, Need for achievement and the Need for Affiliation. Among this the need for power tops the other needs. Herzberg and his associates viewed motivation under two sets of factors - job context factors and job content factors in the context of job environment. Herzberg model is useful as an explanation for job satisfaction.

The management of any business organization should have a proper understanding on some philosophies of human nature such as Mc Gregor's Theory

X and Theory Y, which exemplifies the positive and negative assumptions about human nature. Argyris' Immaturity - maturity Theory says that people in work organizations will have a tendency to grow from an infant to a matured state. What is required is that the organization should be flexible enough to adjust the growth, which is beneficial both to the workers and the organization.

The expectancy model of Vroom and the extensions and refinements provided by Porter and Lawler help explain the important cognitive variables and how they relate to one another in the complex process of work motivation. Added to this, Porter and Lawler model explains the relationship of various variables in between efforts and satisfaction. In reinforcement theory, human behaviour is explained in terms of the previous positive or negative outcomes of that behaviour. Equity theory assumes that people assess their performance and attitudes by comparing their contribution to work and the benefits they derive from it to those of a comparable other.

Abraham H. Maslow is the pioneer who developed the theory of motivation. All subsequent theories on motivation have been developed based on his need hierarchy theory. In spite of various limitations argued against it, this theory still holds good as it work with aspirations of human needs.

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**MASLOW'S THEORY OF MOTIVATION -
ITS RELEVANCE AND APPLICATION AMONG
NON-MANAGERIAL EMPLOYEES OF SELECTED
PUBLIC AND PRIVATE SECTOR UNDERTAKINGS IN
KERALA**

THESIS

SUBMITTED TO THE UNIVERSITY OF CALICUT FOR THE AWARD OF THE
DEGREE OF DOCTOR OF PHILOSOPHY IN COMMERCE

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Chapter 3

MASLOW'S NEED HIERARCHY THEORY

This chapter attempts to review the Maslow's Need Hierarchy Theory of Motivation. Since the study aims at analyzing the relevance and applicability of this theory to non - managerial employees of public sector and private sector undertakings, a detailed discussion is important and imperative. This chapter is devoted for giving a detailed explanation on the theory of Need Hierarchy of Maslow.

As stated in the previous chapter, Maslow's Need Hierarchy theory is considered to be the first and foremost content theory of motivation, which was developed in 1935.

Abraham H Maslow of Brandies University fashioned a dynamic and realistic explanation of human Behaviour. The underlying concept of motivation is some driving force within individuals by which they attempt to achieve some

goals in order to satisfy some need or expectation in life. Maslow clearly understood this factor and he felt that motivation must reflect this nature.

3.1 NEEDS

The concept of need is especially important for a greater understanding of one's own behaviour and that of others with whom and through whom one works. "Needs" reflect an internal state that makes certain outcomes appear attractive.

An unsatisfied need create tensions. Tensions motivate action and action can result in the accomplishment of a goal and relief of the tension.

Maslow pointed out that needs are ever changing. People change their goals and redirect their activities in response to changing needs. Of major importance was his pointing out that unsatisfied need serve as 'magnets'¹, which attract efforts to satisfy those needs. After a particular need is satisfied, it is 'de-magnetised' and after a particular need is de-magnetised, it is no longer serve as effective motivator.

Maslow hypothesized that within every human being there exists a hierarchy of five needs.

These needs are:

1. Physiological - includes hunger, thirst, shelter, sex and other bodily needs.

2. Safety - includes security and protection from physical and emotional harm.
3. Social - includes affection, belongingness, acceptance and friendship.
4. Esteem - includes internal esteem factors such as self-respect, autonomy and achievement and external esteem factors such as status, recognition and attention.
5. Self- actualization - is represented by the drive to become what one is capable of becoming; includes growth, achieving one's potential, self-fulfillment etc.

Need levels 1 and 2 are typically called lower order needs and levels 3, 4 and 5 are called higher order needs². The differentiation between the two levels was made on the premise that the higher order needs are satisfied internally to the person, where as lower order needs are predominantly satisfied externally.

Needs are the “initiating and sustaining forces of behaviour”³. They have a direct influence on an individual since they determine in part one's thoughts and actions. A person's needs, working in conjunction with emotions and other psychological functions, act as the motives that dictate actions or behaviour. Any individual's behaviour is aimed at satisfying some set of needs at a given point of time. The wants - objectives - behaviour chain indicates that any approach to understanding motivation should begin with a treatment of human wants or needs.

The Need Hierarchy Theory states that human behaviour is influenced by a set of needs. The needs are arranged in a hierarchy of 'prepotency' meaning that, as a person fulfills a lower need, the next higher need becomes important in directing the person's behaviour.

The major postulates of the Need Hierarchy Theory formulated by Maslow are:

Needs can be classified into five groups and arranged in a hierarchy.

When one need is satisfied, another need emerges to be satisfied.

When a need is satisfied, it is no longer a motivator of behaviour. Even though there is a school of thought which say that fulfilled need motivate employees, in reality it is only unfulfilled needs that motivate human behaviour.

Until the basic physiological needs are met, higher order needs won't motivate behaviour. Maslow explains⁴ that "a person who is lacking food, safety, love and esteem probably would hunger for food more strongly than anything else".

The need with the greatest strength at a particular moment leads to activity. Satisfied needs decrease in strength and normally do not motivate individuals to seek goals to satisfy them.

Physiological needs take precedence over other needs when thwarted. Consequently, the person lacking everything in life would probably be motivated

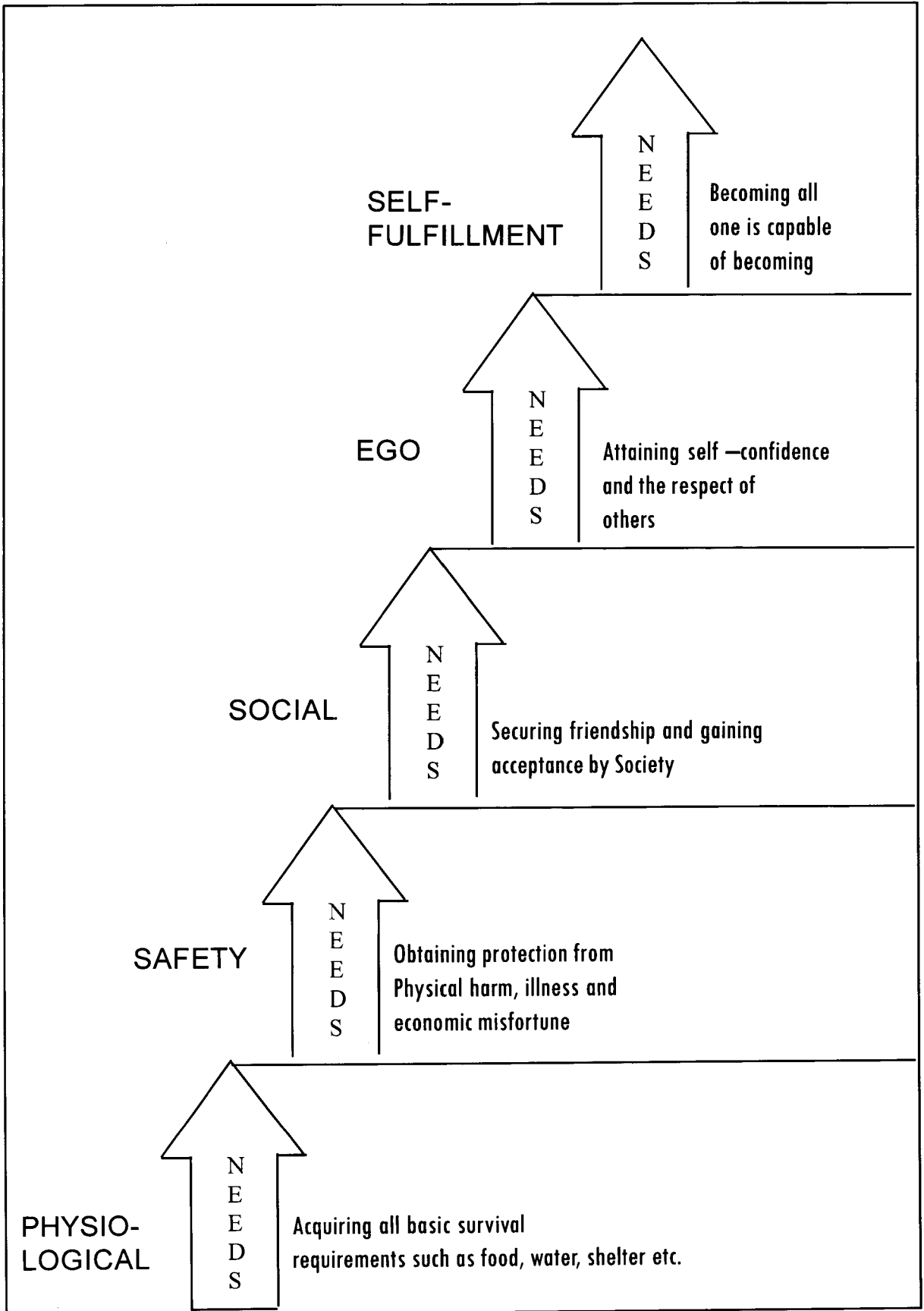
by physiological needs. For a starving person, higher level needs become temporarily non-existent or are pushed into the background; a person who is deprived of food, safety, companionship and esteem will probably want food more strongly than everything else. All the abilities of a starving person may be directed toward hunger satisfaction. Conscious and unconscious acts become directed by hunger motivations - a hungry person thinks of food, wants food, dreams about food and has fantasies about food as a drowning person thinks of air.

As Maslow aptly put it⁵ - "It is quite true that man lives by bread alone - where there is no bread. But what happens to man's desires when there is plenty of bread and when his belly is chronically filled?" Maslow's answer is that at once other higher level needs emerge to demand satisfaction, and the process continues "from belly to brains", through the satisfaction of needs at each level. This continued emergence of new needs is what is meant by a hierarchy of needs.

Although this motivation theory is popularly known as Need Hierarchy Theory, Maslow himself calls it as 'holistic - dynamic' theory because it fuses the points of view of different schools of psychological thought and it conforms to known clinical, observational and experimental facts. Maslow identified a hierarchy of five levels of needs, arranged in the order in which a person seeks to gratify them. This hierarchy is shown in Figure. 3-1

Figure 3.1

MASLOW'S NEED HIERARCHY



3.1.(i) Physiological Needs

Physiological needs are the biological needs required to preserve human life. These needs include need for food, clothing and shelter.

All these basic needs are recurring needs. These needs are essential to the very existence. They are powerful determiners of behaviour. The Physiological needs become all powerful, the longer they go without satisfaction. The strength of these needs is obvious because of their capability to divert our attention from whatever we are doing until we relieve that need.

The satisfaction of physiological needs is usually associated in our society with money. Money is used as a means to be used to satisfy other motives. Thus it is what money can buy, not money itself, that satisfies one's physiological needs. Today in organizations such needs must be viewed more broadly. A large number of organizations are now providing workers with child care facilities, subsidised lunch programmes, housing facilities etc.

According to Maslow's Theory, once these basic needs are satisfied, they no longer motivate and will be motivated only by the next higher level of needs.

3.1.(ii) Safety or Security needs:

Safety needs refer to a person's desire for security or protection. Once the physiological needs become relatively well gratified, the second level needs begin to manifest themselves and dominate human behaviour. These include:

- a) Protection from physiological danger (Fire, accident etc)
- b) Economic security (fringe benefits, health, insurance, pension programme etc.)
- c) Desire to achieve some control over uncertainties of life.

An example of transition from physiological to safety needs as motivators is the way demands of labour unions have changed. In earlier years the unions demanded greater pay (for gratification of physiological need). Recent negotiations emphasis accident prevention through safety measures, job security, and other fringe benefits. Security needs may serve as motivators, if they are not reasonably satisfied. Generally organizations tend to over-emphasize the security needs by providing elaborate safety arrangements, fringe benefits, health care - accident insurance plans etc., in an attempt to motivate employees.

3.1.(iii) Social or Belongingness Needs:

The next rung in Maslow's hierarchy of needs is occupied by the social or belongingness needs. The social or belongingness needs⁶ are a reflection of the fact that people are social beings, needing the company or companionship of others. In a search for companionship and belongingness, the individual might behave in ways that are more socially acceptable to others. This level of needs marks the departure from essentially economic goals to a quest for mental health. Since man is a social being, he wants to belong, to associate, to gain acceptance from associates, to give and receive friendship and affection. Belongingness and love needs focus on the social aspects of work as well as non - work situations.

Organizations meet these social needs by providing opportunities for social interactions such as coffee breaks, organized sports or other recreational opportunities. Social needs provide meaning to work life. Satisfied social needs are apparent in a work situation when an individual becomes so much a part of the group he is working with that he sees the group's effort as his own.

3.1.(iv) Esteem or Ego Needs:

Needs diminish in their ability to affect what a person does as those needs become satisfied. With their satisfaction, a new class of needs comes into

prominence, displacing the former needs. Thus as the social needs become relatively satisfied, the new need of esteem emerges as a motivator.

Ego needs are the needs for self-esteem and the respect of others. It reflects the wish (while being accepted by others) to be set apart by being recognized as some one special. This might come about as a result of some achievement of which one is proud and for which recognition is sought.

This need can be separated into two parts⁷ - internal and external recognition. Internal recognition is the self-respect one has and seeks. External recognition is public acclaim or esteem arising out of recognition and appreciation of the individual or his deeds. Esteem needs represent the higher order needs of human beings. The needs for power, achievement and status, greater responsibility, competence, skills etc., are part of this level. Satisfaction of esteem needs produces feelings of self - confidence, worth, strength, capability and adequacy, of being useful and necessary in the world. An important feature of these needs is that these needs are only partly satiable. Unlike lower order needs, these needs are rarely satisfied.

3.1.(v) Self - Actualisation Needs:

The highest and the last class of needs on the hierarchy is self - actualization. It is also the weakest because all other needs on the hierarchy must

be rather well satisfied in order for this class of needs to emerge. Self - actualization needs go beyond the esteem needs in a significant fashion.

Maslow defines it as “the desire to become more and more what one is, to become everything one is capable of becoming”⁸.

Esteem needs reflect the need to be differentiated from peers by virtue of accomplishments and achievements. Self-actualization needs point to the constant striving to realize one’s full potential - whatever it is. Here one should realize his own potentialities for continued self - development. Self - actualization is the desire to become all that one is capable of becoming. It is a growth need, where sky is the only limit. It reflects the individual’s desires to grow and develop to their fullest potential. Individuals often want the opportunity to be creative on the job. To satisfy the self - actualizing needs of such individuals, organizations should provide growth and career opportunities, provide training and development programmes, encourage creativity and achievement.

These needs are entirely an individual choice; the individual sets and attain his own goals to his own levels of satisfaction.

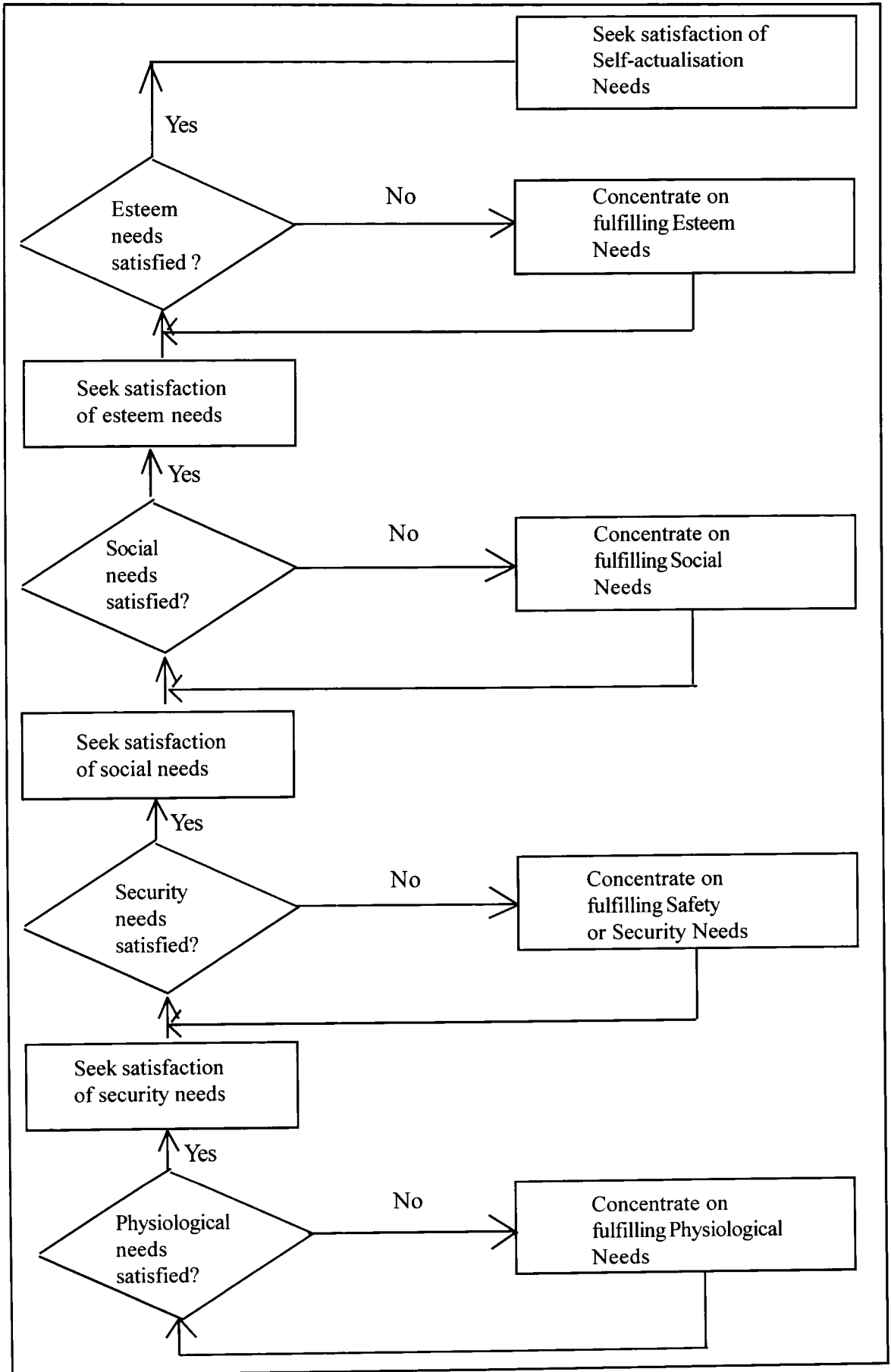
Esteem may come from doing something better than others; the self-actualized person may not be satisfied simply by the gratification of esteem needs, knowing that he can do still better. Rather than merely doing better than others do, this person must be as good as he is capable of being. Let us take an example of

certain athletes. Some exert only enough effort to win; with poor competition, they loaf along. Others, however, constantly strive to break the national record. Once the record is broken, they try constantly to set a new one.

For self-actualization needs, a fundamental shift in orientation takes place. In belongingness needs, the individual measures satisfaction with acceptance by others. In esteem needs, one is differentiated from peers by higher accomplishments and consequent recognition. In self-actualization, one is measured against the personal ideal of the greatest potential that individual is capable of fulfilling. These needs are psychological in nature and are substantially infinite and do not end in satisfaction in the usual sense.

A much more lucid picture illustrated in the figure 3.2 gives how the need satisfaction theory works on individuals.

Figure 3.2
THE PROCESS OF NEED GRATIFICATION



Maslow contented that people will remain at one level until all their needs at that level are satisfied. For example, as long as a person is hungry or thirsty, the physiological needs dominate. Once they have been satisfied, the needs in the safety category become important. When safety needs have been largely gratified, new and higher level needs arise, and so on.

The hierarchy of needs model is dynamic. It presents motivation as a constantly changing force, expressing itself through the constant striving for fulfillment of new and higher level of needs. Instead of resting on their laurels, when one goal is reached or a need is satisfied, individuals typically redirect their efforts and capabilities toward the attainment of still higher goals.

3.2 An Evaluation of the Theory:

The Maslow Theory of Motivation has many limitations and it has been difficult to verify with research.

Although Maslow published his theory years ago, it was not until the mid 60's that his ideas began to be questioned with empirical research. The body of critics is growing and we must be content to summarize some of the major limitations. In the first, factor analysis techniques have been used to determine if Maslow's classification schemes of needs is correct and if there is indeed a hierarchy of needs. The results of these tests have failed to support Maslow's

classification schemes for human needs, and these tests have failed to support the idea of a hierarchy of needs. Maslow's need categories appear to overlap but are not distinct and separate. Further, there is evidence for lower and higher order needs, but even these categories cannot be ascertained for sure. Second, as one need is satisfied does another rise to dominate as Maslow concluded? Stated another way the strength of a given need should diminish after gratification of the next higher order need should increase in strength (prepotency). The evidence from various studies does not support Maslow in this regard⁹.

Unfortunately, research does not generally validate the theory¹⁰. Maslow provided no empirical substantiation to the Need Hierarchy. One researcher¹¹ reviewed the evidence and concluded that, "although of great societal popularity, need hierarchy as a theory continues to receive little empirical support."

As listed by Maslow, needs cannot be classified into neat water - tight compartments, a neat five step hierarchy. Experts like V.S.P. Rao and P.S. Narayana¹² have expressed the same opinion in the following words:

"The different levels are interdependent and overlapping. The boundaries between the levels are hazy. Again, the statement, 'if one need is satisfied, then another emerges' may create a false impression, because needs do not have to be cent percent satisfied before higher needs dominate and activate. It

is better to measure in terms of decreasing percentages of satisfaction of needs as one go up in the hierarchy of prepotency”.

The need classification scheme is somewhat artificial and arbitrary. Further, there is no evidence that once a need has been gratified, its strength diminishes. It is also doubtful that whether gratification of one need automatically activates the next higher need in the hierarchy. The various levels in the hierarchy imply that lower level needs must be gratified before a concern for higher level needs develop. But in real life situations, it can be seen that human behaviour is probably a compromise of various needs acting on us simultaneously. The same need will not lead to the same response in all individuals. The degree of gratification differs from person to person depending upon the intensity of their various need requirements and up on different situations.

In spite of its limitations, the need hierarchy model presents some sound ideas for helping managers motivate their employees. Maslow’s need hierarchy has often been uncritically accepted by writers of management and by practitioners. Although the research studies clearly point out that Maslow is not the final answer in work motivation, the need hierarchy set by Maslow provides a conceptual framework for management awareness of the diverse needs of employees at work.

Maslow did not intend that his need hierarchy be directly applied to work motivation. In fact, he did not delve into the motivating aspects of human beings in organizations until about twenty years after he originally propounded his theory. Despite this lack of intend on Maslow's part, others such as Douglas Mc Gregor, in his widely read book, 'The Human side of Enterprise', popularised the Maslow Theory in management literature.

This theory has received wide recognition, particularly among practicing managers. This popularity stems primarily from its simplicity and logic. The Need Hierarchy Theory has had a tremendous impact on the modern management approach to motivation.

Maslow's approach is preferred because of its general scope, directness, simplicity and practicability and it is this theory that forms the basic framework of human motivation.

This model theory is to be viewed as a general theoretical statement having its application in all developing countries, especially a country like India. This model is useful because of its rich and comprehensive view of needs. This motivation theory has much relevance and applicability for understanding about the need satisfaction of employees in a country like India where employees are still searching for higher order needs.

Because of the complexities involved in this theory, an attempt has been made to study the relevance and the application among the non-managerial employees of public sector and private sector based on Maslow model.

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Chapter 4

PROFILES OF ORGANISATIONS AND EMPLOYEES

For the purpose of the present study, six prominent organizations are selected – three from public sector and three from private sector. A total sample of 470 non-managerial employees from these organizations were selected. Out of 470 non-managerial employees, 215 employees were from public sector and 255 employees were from private sector. The profile of the sample organizations and the sample respondents are analyzed in this chapter. For that purpose, the chapter is divided into two parts- Part I consists of the profile of the sample organizations and Part II deals with the profile of the sample respondents.

Part I

4.1 *Profile of the organizations*

The organizations selected from the public sector are Hindustan Latex Ltd., Thiruvananthapuram, HMT- Machine Tools Ltd., Kalamassery and

Travancore Cements Ltd, Kottayam. The organizations from the private sector are Kottakkal Arya Vaidyasala, Kottakkal, Malapuram, Padhoor Plantations, Kalpetta, Wayanad and Commonwealth Trust (India) Ltd., Kozhikkode.

4.1.1 HINDUSTHAN LATEX Ltd., Thiruvananthapuram.

Hindustan Latex Ltd.(HLL) incorporated under the Ministry of Health and Family Welfare of the Government of India on March 1, 1966. HLL was set up in the natural rubber rich state of Kerala, for the production of male contraceptive sheaths for the National Family Planning Programme. The company commenced its commercial operations on April 5, 1969. The Plant was established in technical collaboration with M/s OkamotoIndustriesInc.Japan.

The corporate Head Office is situated at Poojappura, Thiruvananthapuram, and factories at Peroorkkada, Aakkulam in Kerala and at Kanagala in Karnataka. HLL is today the largest manufacturer of Condoms in the world, with an annual production capacity of over 1 billion condoms. With a vast array of innovative products and social programmes launched, Hindustan Latex Ltd. (HLL) is year after year taking a step closer to its vision of “Innovating for Healthy Generations”.

HLL has been declared a Mini Ratna (Category-1 PSE) by the Government of India and upgraded during this year as a Schedule B Company by the Department of Public Enterprises.

HLL is today a multi-product, multi-unit organization addressing various public health challenges facing humanity.

Hindustan Latex is the only company in the world manufacturing and marketing the widest range of Contraceptives. It is unique in providing a range of Condoms, including Female Condoms, Intra Uterine Devices, Oral Contraceptive Pills – steroidal, non-steroidal and emergency contraceptive pills; Contraceptive Cream, and Tubal Rings.

HLL's Health care product range include: Blood Collection Bags, Surgical Sutures, Auto Disable Syringes, Vaccines, Women's Health Care Pharma products, Hydrocephalus Shunt, Tissue Expanders, Needle Destroyers, Blood Bank equipment, Iron and Folic Acid Tablets, Sanitary Napkins, and Oral Rehydration Salts.

Over the past fifteen years HLL has steadily set up a strong and sound infrastructure for direct marketing. HLL has put in place a vast distribution network covering the length and breadth of the country. HLL's products today

reach over five lakh retail outlets, including over a lakh villages, in the remotest corners of the nation. HLL's products are today exported to over 70 countries.

HLL has three state of the art manufacturing facilities with ISO 9001, ISO 14001- quality and environmental management system certifications. HLL is investing heavily in the area of Research and Development. It is setting up a national centre for Research in the area of Contraceptive products.

The Company has achieved a turnover of Rs. 213 crores during the last financial year – 2005-06 and a profit after tax of Rs. 22.33 crores.

4.1.1.(i) Employee Initiatives

The industrial relations scenario in all the Company's Units have been excellent and no man-days were lost on account of any industrial disputes. Training and Development to enhance skill, knowledge and competency levels are an ongoing process in the company.

4.1.1.(ii) Corporate Vision & Plans ahead

HLL has drawn up a comprehensive plan to expand its portfolio in the area of Health Care and Contraceptives – its core areas, to achieve rapid growth.

The objective is to achieve through this process a turnover of Rs.1000 crores by 2010.

With nearly 1900 highly skilled and learned manpower, and several world leaders as partners, HLL has over the past four decades stood to uphold its mission to achieve and sustain a high growth path, and focus on five key thrust areas to achieve its vision. These are – customers, employees, business, industry, and social initiatives.

4.1.2 HMT- MACHINE TOOLS Ltd. (HMT –MT) Kalamassery,

Ernakulam

Hindustan Machine Tools Ltd., (HMTL) was incorporated in 1953 as a Government of India undertaking to manufacture Machine Tools. Subsequently, the company diversified into the production of watches, tractors, printing machinery, metal forming presses, die casting and plastic processing machinery, CNC systems and bearings.

In the year 2000-01, HMTL adopted a Turnaround Plan, since an analysis of company's performance had shown that it had been unable to record profits since 1993-94. The large overheads especially, especially the huge employee costs and the high interest burdens had made HMTL uncompetitive in

the face of increased competition. In order to improve its performance, the Turnaround Plan, which had been approved by the Government of India on August, 11, 2000, was adopted by HMTL. All actions as envisaged in the Turnaround Plan were initiated by HMTL in accordance with the MoU signed with the Government.

Manpower and financial restructuring were initiated to Voluntary Retirement Scheme (VRS) and settlement of over dues to financial institutions and banks.

The organization restructuring was complete by the end of the financial year 2001-02 by spinning of the existing business of machine tools and watches into subsidiary companies, namely., HMT- Machine Tools Ltd, HMT Watches Ltd., HMT Chinnar Watches Ltd., HMT (International) Ltd., HMT Bearings Ltd., HMT Praga Tools Ltd.

4.1.2.(i) HMT - MT Ltd

HMT –Machine Tools Ltd., is a subsidiary of HMT Ltd., was incorporated in 1999 to take over the Machine Tools business of HMT Ltd. It commenced operations from April 1, 2000. The company is an ISO 9001 certified multi - unit, multi – location and a multi – technology company, manufacturing a

wide variety of state-of-the-art machine tools. The company is a market leader in the machine tools sector with around 30 per cent market share. The company has 11 manufacturing units, each unit being an independent profit centre based in five locations, namely, Bangalore, Pingore, Ajmer, Hyderabad and Kalamassery. The company had 5056 employees of which 3445 are worker category and 1611 are officers.

4.1.2.(ii) HMT - MT, Kalamassery

This unit specializes in the manufacture of Lathes. The different types include Copying Lathes, Heavy Duty Lathes, CNC Turning Cells, CNC Twin Spindle Chuckers.

HMT Printing Machinery Unit, Kalamassery: This unit specializes in the manufacture of printing machinery of various sizes and shapes. Some of the machines manufactured here are: Single Colour Sheetfed Offset Printing Machine, Two/Four/Five Colour Sheetfed Offset Printing Machine, Web Offset Printing Machine and Programmable Guillotine.

HMT-MT is the only manufacturer which manufactures the entire range of machine tools, which find application in wide variety of manufacturing

industries, including automobile manufacturing, auto ancillary units, defence sector etc.

HMT-MT has one of the largest marketing and distribution networks in India. The company's sales force focuses on providing customer service, technical support and after sales service.

The Kalamassery unit has got a staff strength of 1000 employees, of which 650 belong to the non-managerial cadre. On the technical side, it has three departments – Foundry, Machine Tools and Printing Press. On the administration side, it has Finance, Purchase, Sales, Personnel, Computer, Public Relations and Security departments. Non-managerial workers are graded according to their wage grade ranging from 1 to 6.

4.1.3 TRAVANCORE CEMENTS Ltd., Nattakom, Kottayam.

Travancore Cements Ltd., (TCL) is the only manufacturer of the production of cements from the raw material, limestone. The company is situated on the banks of Kodoor River at Nattakom, three kilometers from Kottayam. The company was incorporated on 9th October, 1946. It commenced operation on 7th December, 1946. The company was under private management till 1974 and subsequently Government took over the company and commenced production of

gray cements, gradually diversified to the production of white cement under the brand name Vembanad. It started production of white cement paint also in the year, 1977 under the brand name Snowcem and Shelcem.

The company has obtained ISO 9002 certification.

The various departments of the company are Dredger Department, Water Transport, Running Plant, Packing Plant, Workshop, Office, Laboratory, General Stores, Time Office, Civil Engineering, Electrical. General Transport, Cement Paint, Sanitary, Materials Handling, Medical, Sports and Marketing.

The company provides proper working conditions to the employees which includes supply of safety devices like shoes, masks, ear plugs, housing facilities like quarters, medical benefits and other fringe benefits like transport, canteen, leave travel assistance, recreational facilities etc., besides production incentives. About 500 non-managerial personnel are working in different departments of this company apart from managerial staff.

4.1.4 KOTTAKKAL ARYA VAIDYA SALA, Kottakkal, Malappuram

Kottakkal Arya Vaidya Sala (AVS) is a century old Charitable Institution engaged in the practice and propagation of Ayurveda, the ancient health

care system of India. AVS offers classical Ayurvedic medicines and authentic Ayurvedic treatments and therapies to patients from all over India and abroad.

AVS was established at Kottakkal in Kerala State of India in 1902 by the visionary physician and philanthropist, the late Vaidyaratnam P.S. Warier

AVS manages Ayurvedic Hospitals at Kottakkal, Delhi and Kochi. All classical Ayurvedic medicines, therapies and expert medical advice are available there. AVS has two modern medicine manufacturing units, has well equipped quality control labs, has full-fledged research activities, publishes Ayurvedic periodicals and books, cultivates medicinal plants and conducts educational programmes. AVS also runs a Kathakali academy where the classical theatre of Kathakali is taught and performed.

Today, Kottakkal Arya Vaidya Sala is a name synonymous with Ayurveda. A name that offers a new lease of life to the suffering humanity.

Aryavaidyan P.K. Warriar became the Managing Trustee on the demise of his brother P.M. Warriar. He is leading Arya Vaidya Sala for more than half a century. Dr. P.K. Warriar serves also as the Chief Physician ably assisted by other senior and experienced physicians. Under his leadership Arya Vaidya Sala has grown into a multi-core, multi-unit, organization and has been recognized as the premier centre of Ayurveda in the country. Arya Vaidya Sala became the

destination of ailing patients, rich and poor alike, students and scholars from India and abroad. He made Kottakkal the synonym of authentic ayurveda.

It has two production units, one at Kottakkal, Malappuram Dist and another at Kanjikode, Palakkad district for the manufacture of about 500 genuine ayurvedic medicines.

It has a charitable hospital where deserving poor patients are given both ayurvedic & allopathic treatments, medicines, accommodation and food free of cost.

It established hospitals at other locations across the country other than Kottakkal to provide ayurvedic treatment, to patients from northern parts of India as well as abroad. AVS has branches at New Delhi, Kolkata, Mumbai, Secunderabad, Chennai, Coimbatore, Madurai, Trivandrum, Kottayam, Ernakulam(Kochi), Aluva, Calicut, Kannur, Palakkad and Tirur. It also has over 900 authorised dealer network for the sale of its ayurvedic medicines.

The Research & Development Department of the institution is actively engaged in research work for modernization of production and quality control of ayurvedic drugs.

There are a variety of Ayurvedic medicines. Arya Vaidya Sala manufactures more than 530 classical formulations which fall in the following nine categories:

1. Arishta / Asava (Fermented formulation)
2. Bhasma (Calicinated drug)
3. Churna (Powdered herb)
4. Ghrita (Ghee based)
5. Gulika (Pill)
6. Kashaya (Decoction)
7. Leha (Electuary)
8. Rasakriya (Collerium)
9. Taila / Kuzhampu (Oil based)

Arya Vaidya Sala uses more than 4000 tons of raw material (about 600 items) in a year to produce 530 formulations for the market. The manufacturing activity takes place at two centres, one at Kottakkal and the other at Kanjikode near Palakkad.

A rough estimate of annual consumption by Arya Vaidya Sala:

Quantum of total production

Solid formulations	700 tons
Fluid formulations	31 lakh litres
Total number	530 items

Both the Factories work round the clock in three shifts. More than 600 personnel are engaged in manufacturing activity including work-men, and supervising, clerical and support staff. Every Section of the two Factories is managed by qualified and trained Physicians under the overall control of a Factory Manager and Production Manager.

The production activity is scheduled by the Production Planning Unit. It draws up annual / monthly / weekly / daily production schedule by taking into account the requirement of the Marketing Department and by maintaining close association with the Materials Department, Factory Managers and Finance Department. The operations of the factories are supported by Personnel Department, QA Department and Engineering Department.

Personnel Department takes care of human resources development related matters. There is a Labour Welfare Officer who works closely with the Organization's Unions of the workmen and associates with the Personnel and Production Departments.

The formulations are made available to patients and doctors through a network of 22 branches and more than 1200 authorised dealerships spread all over the country.

4.1.5 PADHOOR PLANTATIONS Pvt. Ltd., Kalpetta, Wayanad

Padhoor Plantations Pvt. Ltd., is the company owns the Elstone Estates, consisting of three divisions namely, Poothacoolie Division in Meppady, Perindotty Division in Chundale and Elstone Division in Kalpetta, having tea plantations of more than 75 years old. Some fields in Perindotty Division were planted with China Jate Tea Plants are supposed to be the pioneer plantation of tea in Wayanad district which are more than one hundred years old.

Elstone Estate was founded by a British company during 1850s and late owned by M/s. Pierce Leslie and Co. Ltd., which was a group company, owning, Elstone Estate, Chembra Peak Estate and Warriat Coffee Estate in the district of Wayanad. By cornering the stock exchange shares, the whole group was taken over by a Marvare company based at Bangalore and in 1978 the Elstone Estate was bifurcated separately between their family and members.

The estate was taken over by M/s. Padhoor Plantations (P) Ltd., since August, 1996 and thereafter a tremendous involvement and investments are under progress for the improvement of this property. The estate is managed by a team of executives, office staff, field staff and factory staff. There are 30 supervisors and a total of 850 workers on the strength of the company.

At present, the company is manufacturing about 0.6 million Kg. of CTC tea per annum and the same is sold through auctions at Kochi and Coonoor and also a minor percentage is sold through private sale in Wayanad, Kannur, Kasaragode and Palakkad districts.

4.1.6 COMMONWEALTH TRUST (INDIA) LTD (COMTRUST), Kozhikkode

Commonwealth Trust (India) Ltd. is a highly reputed manufacturing organisation with 150 years of success backing.

In 1834, a group of German priests came to India for missionary activities. They established Basel Mission Industries in 1841. The introduction of Basel Mission Industry was done with the establishment of Basel Mission Trust in 1841. In 1844, they set up a weaving industry at Mangalore. After the success of the unit, they set up more units at Calicut and Kannur. In 1865, they set up first tile factory in Mangalore followed by a second one at Calicut in 1873. In 1882, another tile factory was established at Mangalore itself. Consequently, other tile factories were started Malpe, Kodacal, Palakkad and Feroke. The entire business of Basel Mission Industries were taken over by British Government in 1919 under the name Commonwealth Trust. After the introduction of FERA in 1973, the

British Government handed over the company to Indian hands governed by the Board of Directors consisting of Indian citizens. Thus the company has become an Indian company and named as Commonwealth Trust (India) Ltd.

Presently COMTRUST has two units – textile unit and tiles unit. There are two factories in the textile unit, one is at Kozhikkode and the other at Kozhikkode Beach and three factories in the tiles unit, located at Mangalore, Feroke and Puthiyara. The headquarters is located at Kozhikkode. A total strength in all these factories comes to 1900 of which, about 1800 are non-managerial employees. The company has been awarded ISO 9001 and ISO 9002 certifications.

Part II

4.2. Profile of the non-managerial employees

4.2.1 Sector-wise distribution of the sample.

Table 4.2.1 presents the picture of sector-wise distribution of the respondents. Of the total sample size of 470 non managerial employees, 215 samples are from public sector and 255 samples are from private sector. A sample size of 10 per cent is taken at random, representing each of the department from each sample organization. Of the total sample population, 45.75 per cent are from public sector and the remaining 54.25 per cent are from private sector.

Table 4.2.1

Sector-wise classification of sample

Sample size					
Public sector	per cent	Private Sector	per cent	Total	per cent
215	45.75	255	54.25	470	100

Source: Survey Data

4.2.2 Age-wise Distribution of the sample

Table 4.2.2 shows the age-wise distribution of the sample.

Table 4.2.2

Age-wise Distribution of the sample

Age (years)	Public Sector		Private sector		Total	
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Between 18-35	19	8.8	64	25.1	83	17.7
Between 36-45	108	50.2	75	29.4	183	39
Between 46-58	88	41	116	45.5	204	43.3
Total	215	100	255	100	470	100

Source : Survey Data

The age-wise distribution of sample indicates that the pattern of age differs among the two sectors. When 25.1 per cent of the sample from private sector belongs to the low age group of 18 years to 35 years, only 8.8 per cent of the public sector comes under this group. As a result, the gap is reflected in the middle age group. This may be an indicator of cut in new recruits in public sector undertakings or may be due to relatively more enrolment in private sector undertakings.

4.2.3. Education-wise Distribution of the sample

Distribution of the sample based on their level of education is shown in Table 4.2.3. Based on educational qualifications, the sample is divided into four. Below SSLC, SSLC/Pre-degree/Plus two, graduate and post graduate level. The respondents below SSLC qualification come to 7.4 per cent in public sector and 59.2 per cent in private sector. This shows an increasing trend in absorbing

Table 4.2.3

Education-wise Distribution

Education General	Public sector		Private sector		Total	
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Below SSLC	16.00	7.40	151.00	59.20	167.00	35.50
SSLC/ Plus two/ Pre degree	109.00	50.70	71.00	27.80	180.00	38.30
Graduate	72.00	33.50	28.00	11.00	100.00	21.20
Post graduate	18.00	8.40	5.00	2.00	23.00	5.00
	215.00	100.00	255.00	100.00	470.00	100.00

Source: Survey data

non-managerial staff in the private sector, where as preliminary entry is restricted in public sector to less qualified. Further it is seen that candidates with higher qualifications are not coming as non-managerial employees.

Only 5 per cent with post graduate qualifications are joining in the organization as non-managerial staff.

4.2.4 Distribution of the sample – Based on length of service

The classification of the sample based on length of service is presented in Table 4.2.4.

About 16 per cent of the respondents are with in 10 years of service, 44 per cent are in group of 10 - 20 years service and 35 per cent are between 20 – 30 years of service. About 6 per cent belong to the group of above 30 years of service.

Table 4.2.4

Length of Service – wise classification of the sample

Length of service (Years)	Ownership					
	Public sector		Private		Total	
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Less than 10	11.00	5.10	64.00	25.10	75.00	16.00
10 – 20	116.00	54.00	90.00	35.30	206.00	43.80
20 – 30	88.00	40.90	74.00	29.00	162.00	34.50
Above 30	-	-	27.00	10.60	27.00	5.70
	215.00	100.00	255.00	100.00	470.00	100.00

Source: Survey data

The length of service – wise distribution of the sample indicates that only 5 per cent of the sample comes under the group of less than ten years of service in public sector where as the per cent is 25 in private sector undertakings.

This may lead to the assumption that the entry to public sector as regards new employment is restricted than that of private sector.

4.2.5 Salary wise distribution of the sample.

The table 4.2.5 gives salary wise distribution of the respondents. The classification has been made in six levels, i.e., respondents drawing salary less than Rs.2000, between Rs.2000 and Rs.3000, between Rs.3000 and Rs.4000, between Rs.4000 and Rs.5000, between Rs.5000 and Rs.6000, and Rs.6000 and above.

Table 4.2.5

Salary wise Classification of the sample

Present Salary (Rupees)	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Lessthan2000	-	-	45	17.6	45	9.5
2000-3000	-	-	47	18.4	47	10
3000-4000	-	-	39	15.3	39	8.3
4000-5000	8	3.7	12	4.7	20	4.3
5000-6000	20	9.3	31	12.2	51	10.9
6000 and above	187	87	81	31.8	268	57
Total	215	100	255	100	470	100

Source: Survey Data



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Important findings with regard to salary wise classification of the respondents are given below:

In the sector wise classification, the variation is substantial. More than 51 per cent of non- managerial employees are drawing less than Rs.4000, whereas no such remuneration has been drawn by any of the employees of Public Sector. Further 87 per cent of the employees of public sector are drawing more than Rs.6000 where as only 32 percentage of employees of private sector are drawing more than Rs.6000. It is highly imperative that the salary structure of government sector employees are much more better than private sector employees. Government sector offers at least a minimum level wages to their employees to earn their living.

More than 51 per cent of the employees in private sector undertakings do find it very difficult to earn their livelihood with the meager salary offered.

4.2.6 Size of Family-wise distribution of the sample

Table 4.2.6 shows the distribution of the sample by the size of their family. Based on the size, respondents are classified into 3 groups. Small family consists of those having up to 3 members, medium family includes four to six members and big family comprise of those having more than seven members

Table 4.2.6

Classification of sample by size of family

Size of family	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Small	31	14.4	54	21.1	85	18.1
Medium	181	84.2	197	77.3	378	80.4
Big	3	1.4	4	1.6	7	1.5
Total	215	100	255	100	470	100

Source: Survey Data

It may be observed that 80 per cent of the sample belongs to medium family group and about 18 per cent have small family and those having big families slightly exceed one per cent. Although sector wise distribution of the sample slightly varies, the variation is not substantial.

**MASLOW'S THEORY OF MOTIVATION -
ITS RELEVANCE AND APPLICATION AMONG
NON-MANAGERIAL EMPLOYEES OF SELECTED
PUBLIC AND PRIVATE SECTOR UNDERTAKINGS IN
KERALA**

THESIS

SUBMITTED TO THE UNIVERSITY OF CALICUT FOR THE AWARD OF THE
DEGREE OF DOCTOR OF PHILOSOPHY IN COMMERCE

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Chapter 5

ANALYSIS OF NEED RELEVANCE AND LEVEL OF SATISFACTION

This chapter deals with the analysis of data collected. It is structured into three parts. The perceptions of non-managerial employees relating to various statements of need relevance are summarized and analysed in Part I. The second part incorporates the detailed analysis of the satisfaction level of non-managerial employees based on the statements highlighted. Part III analyses the need satisfaction of public and private sector non-managerial employees based on the four factors – age, education, salary and length of service - influencing need satisfaction.

Part I

Need - Relevance

Maslow's Need Hierarchy consists of five steps which are logically arranged according to their order of prepotency culminating in Self-actualisation. To analyse the need relevance, six statements were identified with respect to each category of needs and they were furnished in order to elicit specific information pertaining to the problem under study. These statements reflected the standard or ideal which they expect from their work environment.. The responses of the employees to the statements were gathered in a five point scale with strongly agree, agree, neutral, disagree and strongly disagree.

5.1.1 Basic Needs

Basic needs are the fundamental needs which are essential for survival. These needs include the primary needs of food, clothing, shelter etc. Providing an environment necessary for the fulfillment of these needs is a pre-requisite for achieving the higher order needs and in the absence of such an environment, motivation will remain elusive. For the purpose of studying the relevance of Basic Needs following statements were administered.

- Proper pay package should be given to the employees, who do their jobs well.
- Remuneration should ensure the welfare of the family.
- Pay package offered should favourably compare with that of similar organizations.
- Individual incentive schemes have greater impact on performance of employees.
- Periodical Revisions of Pay Scales are necessary to meet increased cost of living.
- Subsidized canteen facilities will promote employees welfare.

The perception of non-managerial employees of both public and private sector employees with respect to each statement is analysed.

5.1.1 (i) Statement 1: *Proper pay package should be given to the employees, who do their jobs well.*

A statement stating that proper pay package, which comes under Basic needs, should be given to the employees of public sector and private sector, is served to the employees. The response of the employees is given in Table 5.1.1 (i)

Table 5.1.1 (i)

Statement on Basic Needs – Proper Pay Package

Response	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Strongly Agree	109	50.7	92	36.1	201	42.8
Agree	99	46	150	58.8	249	53
Neutral	7	3.3	1	0.4	8	1.7
Disagree	-	-	10	3.9	10	2.1
Strongly Disagree	-	-	2	0.8	2	0.4
Total	215	100	255	100	470	100

Source: Survey Data

Of the total 470 respondents, only a negligible per cent of 2.5 have made their disagreement towards the statement that proper pay packets should be given to employees for serving basic needs. 95.8 per cent are either agrees or strongly agree to the statement. No significant difference is shown in different level of agreement between Public Sector and Private Sector.

Hence it is seen that proper pay package is a powerful determinant of basic need satisfaction.

5.1.1 (ii) Statement No. 2: *Remuneration should ensure the welfare of the family.*

Table 5.1.1 (ii)

Respondents' reaction towards the statement - Adequate remuneration

Response	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Strongly Agree	73	34	78	30.6	151	32.1
Agree	107	49.8	160	62.7	267	56.8
Not certain	35	16.2	7	2.7	42	9
Disagree	-	-	6	2.4	6	1.3
Strongly disagree	-	-	4	1.6	4	0.8
Total	215	100	255	100	470	100

Source: Survey Data

Respondents' reaction towards the statement - Adequate remuneration will ensure the welfare of the family is shown in Table 5.1.1 (ii)

88.9 per cent of employees from both public and private sector showed their assent towards the statement that adequate remuneration will ensure the welfare of the family. 9 per cent of the employees has made no comments and only 2.1 per cent expressed their disagreements towards the statement.

5.1.1.(iii) Statement No. 3: *Pay package offered should favourably compare with that of similar organizations.*

Respondents' reaction towards the statement that pay package offered should favourably compare with that of similar organizations is depicted in Table.5.1.1. (iii)

Table 5.1.1.(iii)

Response towards the statement - Pay Package Offered

Response	Ownership				Total	
	Public Sector		Private Sector		Nos.	Per cent
	Nos.	Per cent	No.	Per cent		
Strongly Agree	80	37.2	87	34.1	167	33.5
Agree	108	50.2	146	57.3	254	54
Neutral	18	8.4	20	7.8	38	8.1
Disagree	9	4.2	2	0.8	11	2.4
Strongly disagree	-	-	-	-	-	-
Total	215	100	255	100	470	100

Source: Survey Data

Table 5.1.1.(iii) depicts that 87.5 per cent of employees have supported the statement that comparison should be made among similar organizations with regard to the pay package offered. This statement is given to elicit information

pertaining to discrepancies in offering of pay package by different organizations. Hence the statement is highly relevant.

5.1.1 (iv) Statement No. 4: Individual incentive schemes have greater impact on performance of employees.

The attitude of employees towards the statement - Individual incentive schemes have great impact on performance is reflected in Table 5.1.1 (iv)

Table 5.1.1 (iv)

Employees' attitude towards the statement - individual incentive schemes

Response	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Strongly Agree	83	38.6	62	24.3	145	30.9
Agree	99	46	153	60	252	53.6
Neutral	30	14	35	13.7	65	13.8
Disagree	3	1.4	5	2	8	1.7
Strongly disagree	-	-	-	-	-	-
Total	215	100	255	100	470	100

Source: Survey Data

A statement was given to the employees that individual incentive schemes have great impact on the performance of employees. This statement was widely accepted by employees from both types of organizations, except 13.8 per cent,

who shows their neutral position and 1.7 per cent, who shows their disagreement. This indicates that employees' performance is influenced by individual incentive schemes.

5.1.1.(v) Statement No.5: Periodical Revisions of Pay Scales are necessary to meet increased cost of living.

Table 5.1.1.(v) highlights the importance of periodical revisions of pay scales to be implemented in organizations.

Table 5.1.1.(v)

Response towards the statement - Periodical Revision of pay scales are necessary.

Response	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Strongly Agree	115	53.5	80	31.4	195	41.5
Agree	91	42.3	171	67	262	55.7
Neutral	5	2.3	1	0.4	6	1.3
Disagree	4	1.9	3	1.2	7	1.5
Strongly disagree	-	-	-	-	-	-
Total	215	100	255	100	470	100

Source: Survey Data

Periodical revision of pay scales is to be implemented from time to time to meet the escalating cost of living of employees was widely accepted by employees of both public and private sector undertaking. 97.2 per cent employees accepted this statement.

5.1.1(vi) Statement No: 6 *Subsidized canteen facilities will promote employees welfare.*

Respondents attitude towards the statement - canteen facilities will promote employee welfare is shown in Table 5.1.1. (vi)

Table 5.1.1 (vi)

Response towards the statement- Canteen facilities will promote employee welfare

Response	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Strongly disagree	81	37.7	74	29	155	33
Agree	118	54.8	171	67.1	289	61.5
Neutral	4	1.9	6	2.4	10	2.1
Disagree	9	4.2	4	1.5	13	2.8
Strongly disagree	3	1.4	-	-	3	0.6
Total	215	100	255	100	470	100

Source: Survey Data

94.5 per cent of employees of both public and private sector are strongly supported to the fact that subsidized canteen facilities promote employees welfare. Only 3.4 per cent shows their disagreement towards the statement. This shows the high degree of relevance of the statement.

The overall picture of the basic needs relevance of the employees of both public sector and private sector are summarised in Figure 5.1.1.(a)

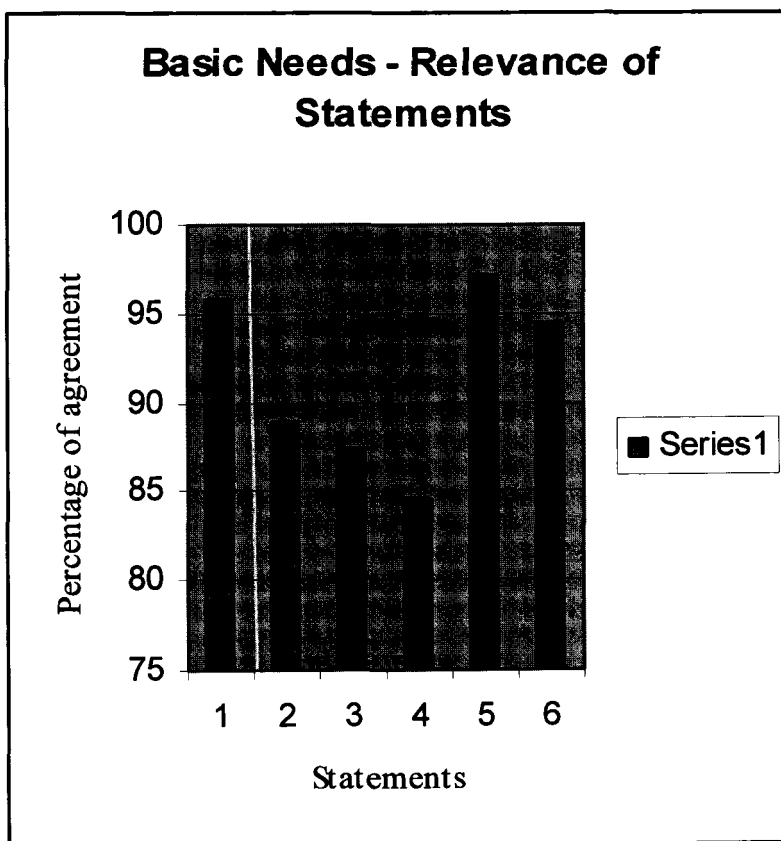


Figure 5.1.1 (a) Basic Needs - Relevance

To ascertain the relevance of basic needs of employees based on the theory set by Maslow, six statements were served to the respondents of both public sector and private sector undertakings. The responses received from the respondents are tabulated and presented in tables 5.1.1(i) to 5.1.1.(iv) and in chart 5.1.1. (a). The results show that these statements are highly relevant in the context of basic needs requirement of employees of both public and private sector undertakings.

5.1.2 Security Needs

Next in the hierarchical order of needs set by Maslow comes the security or safety needs. These are needs associated with job security, protection from physical danger, economic security etc. In this regard, six statements have been served to the respondents to ascertain their responses about the relevance of the statements. The statements are:

- Job Security is important to employees.
- Having good equipment to work with is important to employees.
- Company's retirement benefit reduces Labour Turnover.
- Jobs are dependent on company's ability to compete effectively.

- Management should give a good deal of attention to the physical working conditions of their employees.
- Adequate safety measures should be provided to employees

Relevance of safety needs were analysed on the basis of the above statements.

5.1.2 (i) Statement No. 1: *Job Security is important to employees.*

Table 5.1.2.(i) highlights the need for job security to all employees. Both public sector and private sector employees agree to the statement that job security

Table 5.1.2. (i)

Response towards the statement - Job security is important to employees

Response	Ownership				Total	
	Public Sector		Private Sector		Nos.	Per cent
	Nos.	Per cent	Nos.	Per cent		
Strongly agree	107	49.8	71	27.8	178	37.9
Agree	101	47	176	69	277	59
Neutral	4	1.9	2	0.8	6	1.3
Disagree	3	1.3	6	2.4	9	1.8
Strongly Disagree	-	-	-	-	-	-
Total	215	100	255	100	470	100

Source: Survey Data

is primarily a pertinent factor (96.9 per cent). The relevance of the statement is quite apt when viewed in the background of liberalization.

5.1.2.(ii). Statement No. 2: *Having good equipment to work with is important to employees.*

Respondents reaction to the statement - Having good equipment to work with is important to employees is shown in Table 5.1.2.(ii)

Table 5.1.2.(ii)

Employees' response to the statement – Employees should have proper equipment to work with.

Response	Ownership				Total	
	Public Sector		Private Sector		Nos.	Per cent
	Nos.	Per cent	Nos.	Per cent		
Strongly agree	122	56.8	73	28.6	195	41.5
Agree	85	39.5	174	68.2	259	55.1
Neutral	8	3.7	2	0.8	10	2.1
Disagree	-	-	6	2.4	6	1.3
Strongly disagree	-	-	-	-	-	-
Total	215	100	255	100	470	100

Source: Survey Data

Employees were asked to furnish their responses to this statement, to which 96.6 per cent of the employees supported their view that they should have proper tools and equipments for their work. Only 1.3 per cent expressed their disagreement.

5.1.2.(iii) Statement No. 3: *Company's retirement benefit reduces Labour Turnover.*

Table 5.1.2.(iii) shows the responses of the employees about the statement.

Table 5.1.2.(iii)

Response towards the statement - Company's retirement benefits reduces Labor turnover

Response	Ownership				Total	
	Public Sector		Private Sector		Nos.	Per cent
	Nos.	Per cent	Nos.	Per cent		
Strongly agree	41	19.1	50	19.6	91	19.4
Agree	128	59.5	160	62.7	288	61.3
Neutral	18	8.4	14	5.5	32	6.8
Disagree	19	8.8	29	11.4	48	10.2
Strongly disagree	9	4.2	2	0.8	11	2.3
Total	215	100	255	100	470	100

Source: Survey Data

Another factor which contributes to security need is the retirement benefits offered by the employer which may ensure reduction of labour turnover. Hence employees are asked to record the relevance of the statement. Majority of the employees of both sectors (80.7 per cent) supported the statement.

5.1.2.(iv) Statement No. 4: *Jobs are dependent on company's ability to compete effectively.*

Responses received to this statement have been shown below in Table 5.1.2.(iv)

Table 5.1.2.(iv)

Employees' response to the statement - Jobs are dependent on company's ability to compete effectively

Response	Ownership				Total	
	Public Sector		Private Sector		Nos.	Per cent
	Nos.	Per cent	Nos.	Per cent		
Strongly agree	85	39.5	44	17.2	129	27.4
Agree	104	48.4	157	61.6	261	55.5
Neutral	22	10.2	21	8.2	43	9.1
Disagree	4	1.9	31	12.2	35	7.4
Strongly disagree	-	-	2	0.8	2	0.4
Total	215	100	255	100	470	100

Source: Survey Data

The relevance of the statement- Jobs are dependent on company's ability to compete effectively- were supported by 82.9 per cent of the employees. Only 7.8 per cent employees disagreed with the statement. Hence it is seen that this is a relevant statement.

5.1.2.(v) Statement No.5: *Management should give a good deal of attention to the physical working condition of their employees.*

This statement have been responded by employees as shows in Table 5.1.2.(v)

Table 5.1.2.(v)

Statement: Management should give a good deal of attention to the physical working condition of their employees.

Response	Ownership				Total	
	Public Sector		Private Sector		Nos.	Per cent
	Nos.	Per cent	Nos.	Per cent		
Strongly Agree	76	35.3	72	28.2	148	31.5
Agree	117	54.5	166	65.1	283	60.2
Neutral	16	7.4	15	5.9	21	6.6
Disagree	3	1.4	2	0.8	5	1.1
Strongly Disagree	3	1.4	-	-	3	0.6
Total	215	100	255	100	470	100

Source: Survey Data

A statement relating to the security needs was given to the employees. The statement was that management should give a good deal of attention to the physical working conditions of their employees. This statement was widely accepted. 91.7 per cent employees comprises of both public sector as well as private sector supported this view.

5.1.2(vi) Statement No.6: Adequate safety measures should be provided to employees

The responses received from employees are shown in Table 5.1.2.(vi). To the statement on the adequacy of safety measures to be provided to employees by

Table 5.1.2.(vi)

Employees' response towards the statement: Adequate safety measures should be provided to employees

Response	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Strongly Agree	105	48.9	85	33.3	190	40.4
Agree	94	43.7	158	62.0	252	53.7
Neutral	13	6.0	4	1.6	17	3.6
Disagree	3	1.4	8	3.1	11	2.3
Strongly Disagree	-	-	-	-	-	-
Total	215	100	255	100	470	100

Source: Survey Data

organizations, 2.3 per cent of employees only recorded their dissent. Of the respondents, 3.6 per cent showed their neutral position and 93.1 per cent were of the view that all types of safety steps to be undertaken by organizations as a part of security needs coverage.

The overall picture of the security needs relevance of the employees of both public sector and private sector are shown in Figure 5.1.2.(a)

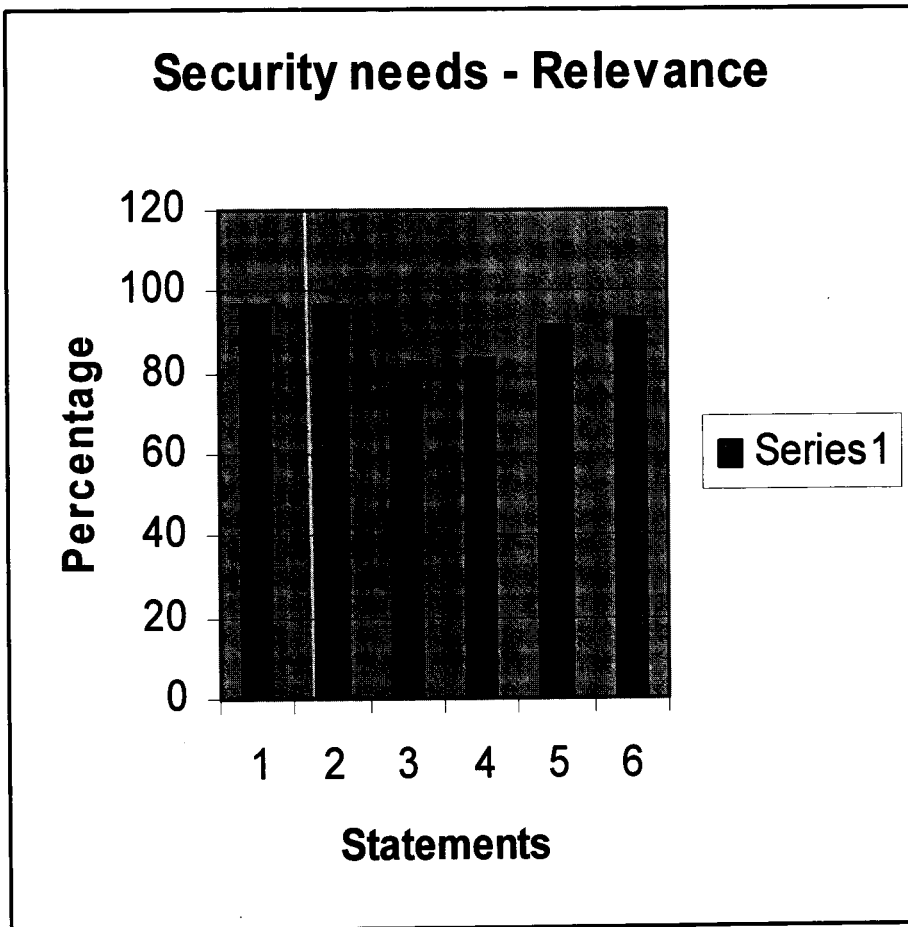


Figure 5.1.2 (a) Safety Needs - Relevance

After the basic needs, next in the order of hierarchy of needs set in Maslow model is the security or safety needs. Six statements relating to the relevance of security needs in organizations were served through questionnaire to the respondents. The results were tabulated and presented in Tables 5.1.2(i) to Table 5.1.2.(vi) and in Figure 5.1.2 (a).The results show that all the statements related to safety needs in public sector and private sector are highly relevant.

5.1.3 Social Needs

These are belongingness needs. Anything that improve the psychological feelings of employees such as love, affection, friendship etc., which give a sense of belongingness are referred as social needs.

Six sets of statements have been prepared to assess the reaction of the respondents to evaluate the relevance of social needs. The responses have been collected and a detailed description of the assessment of statements from the respondents are shown below. The statements are:

- The quality of the relationship in the informal work group is important
- Management should show more interest in the employees by sponsoring social events after work hours.

- Supervisors ought to work hard to develop a friendly working atmosphere among their people.
- Effective mechanism for grievance redressal contributes towards better interpersonal relationship.
- :Well defined superior subordinate relationship contributes to positive social environment with in the organisation.
- Attainment co-operation among workers in essential.

5.1.3.(i) Statement No.1: *The quality of the relationship in the informal work group is important*

This statement implies the importance of maintaining quality of informal relationship in the work atmosphere. The reaction of the respondents have been made in Table 5.1.3.(i)

Organizational activities can be smooth if the organizations permit informal relationships among work groups. As a social need factor, a statement relating to this informal relationship was given to the employees to assess the relevance of the factor. High majority of employees (91.7 per cent) accepted the statement. Only 4.9 per cent were neutral in their opinion.

Table 5.1.3(i)

Employees' response to the statement - The quality of relationship in informal workgroup is important

Response	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Strongly Agree	94	43.7	74	29	168	35.7
Agree	103	47.9	160	62.7	263	56
Neutral	8	3.7	15	5.9	23	4.9
Disagree	7	3.3	4	1.6	11	2.3
Strongly Disagree	3	1.4	2	0.8	5	1.1
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

5.1.3.(ii) Statement No.2: Management should show more interest in the employees by sponsoring social events after work hours.

For the above statement, responses received from employees have been collected and presented as shown in Table 5.1.3(ii)

From the above table it is seen that 87.8 per cent employees supported the statement that management should take more interest in the employees by sponsoring social events after work hours. Hence the statement is highly relevant.

Table 5.1.3.(ii)

Response to the statement - : Management could show more interest in the employees by sponsoring social events after work hours.

Response	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Strongly Agree	67	31.2	69	27.1	136	28.9
Agree	114	53	163	63.9	277	58.9
Neutral	29	13.5	17	6.7	46	9.8
Disagree	5	2.3	2	0.8	7	1.5
Strongly Disagree	-	-	4	1.6	4	0.9
Total	215	100.0	255	100.1	470	100.0

Source: Survey Data

5.1.3.(iii) Statement No.3: Supervisors ought to work hard to develop a friendly working atmosphere among their people.

Table 5.1.3.(iii) gives response towards the role of supervisors in developing a friendly atmosphere.

To the statement that supervisors ought to work hard to develop a friendly atmosphere among their people, 94.4 per cent employees expressed their assent. This means that the statement is highly relevant in the context of social need satisfaction.

Table 5.1.3.(iii)

Statement: Supervisors ought to work hard to develop a friendly atmosphere among their people.

Response	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Strongly Agree	99	46	61	23.9	160	34
Agree	92	42.8	192	75.3	284	60.4
Neutral	19	8.8	2	0.8	21	4.5
Disagree	5	2.4	-	-	5	1.1
Strongly Disagree	-	-	-	-	-	-
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

5.1.3.(iv) Statement No.4: *Effective mechanism for grievance redressal contributes towards better interpersonal relationship.*

Table 5.1.3.(iv) gives the response from employees.

Table 5.1.3.(iv)

Response to the statement - Effective grievance mechanism contributes better interpersonal relationship.

Response	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Strongly Agree	92	42.8	56	22	148	31.5
Agree	83	38.6	181	71.1	264	56.2
Neutral	40	18.6	12	4.5	52	11.1
Disagree	-	-	2	0.8	2	0.4
Strongly Disagree	-	-	4	1.6	4	0.8
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

A statement to the effect that effective grievance mechanism contributes better inter-personal relationship is served to employees. Responses to the statement have been received, to which 87.9 per cent employees agreed that inter-personal relationship will be better if proper grievance redressal mechanism is introduced in organizations.

5.1.3.(v) Statement No.5: *Well defined superior subordinate relationship contributes to positive social environment within the organisation.*

Responses received from the employees were collected as shown in Table 5.1.3.(v)

Table 5.1.3.(v)

Statement: Well defined Superior – Subordinate relationship contributes to positive social environment.

Response	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Strongly Agree	108	50.2	83	32.5	191	40.6
Agree	101	47	165	64.7	266	56.6
Neutral	6	2.8	1	0.4	7	1.5
Disagree	-	-	6	2.4	6	1.3
Strongly Disagree	-	-	-	-	-	-
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

Well defined superior-subordinate relationship contributes to positive social environment. To this statement, 97.2 per cent employees expressed their agreement. Since the relationship between superiors and subordinates is to be properly defined and maintained all through the organization for the smooth

conduct of activities which may result in positive social environment, the statement is highly relevant in the context of social needs.

5.1.3.(vi) Statement No.6: *Attainment of co-operation among workers is essential.*

Workers in organizations responded to the above statement is shown in Table 5.1.3.(vi)

Table 5.1.3.(vi)

Statement: Attainment of co-operation among co-workers is essential

Response	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Strongly Agree	113	52.6	82	32.2	195	41.5
Agree	96	44.7	163	63.9	259	55.1
Neutral	6	2.7	10	3.9	16	3.4
Disagree	-	-	-	-	-	-
Strongly Disagree	-	-	-	-	-	-
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

To the statement that cooperation is essential among workers to achieve social life, almost all employees agree to the statement. Nobody expressed against the relevance of the statement except 3.4 percent of neutrality.

The responses of the six statements related to the social needs of the employees have been analysed and presented as shown in Tables 5.1.3(i) to 5.1.3.(vi) and in the Figure 5.1.3.(a).

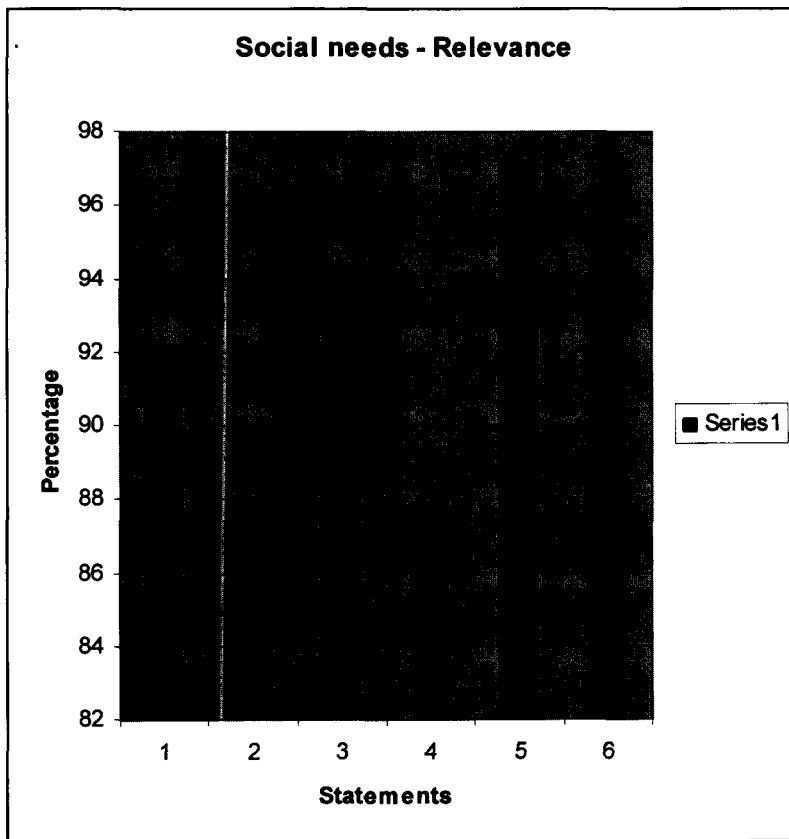


Figure 5.1.3.(a) Social Needs - Relevance

The results indicate that all the statements relating to social needs are highly relevant in case of public sector and private sector undertakings.

5.1.4 Esteem Needs

Needs which are to be fulfilled which enhances self-confidence, self-respect, status, competitiveness, recognition by others, ego satisfaction etc., come under the category of esteem needs. This is a higher order need which one strives to satisfy after a fair amount of satisfaction of preceding fundamental needs. Six statements relating to the relevance of esteem needs have been prepared and served to the respondents. They are:

- Individual recognition for above standard performance means a lot to employees.
- Pride in one's work is actually an important reward.
- Access to higher level management is important to employees.
- Employees prefer self initiative to strict supervision.
- Organization has well defined plans for career development of employees .
- Organization should have a built-in mechanism for recognition and reward for better performance.

The analysis of the perceptions of employees with regard to the relevance of the above statements are given below:

5.1.4.(i) Statement No.1: Individual recognition for above standard performance means a lot to employees.

Employees are to be recognized for their individual performance. The respondents reaction to this statements is represents in Table 5.1.4.(i)

Table 5.1.4.(i)

Responses towards the statement - Employees are to be recognized individually for their above standard performance.

Response	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Strongly Agree	109	50.7	68	26.6	177	37.6
Agree	102	47.4	177	69.4	279	59.4
Neutral	4	1.9	4	1.6	8	1.7
Disagree	-	-	6	2.4	6	1.3
Strongly Disagree	-	-	-	-	-	-
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

A statement has been given to the employees that they are to be recognized individually for their above standard performance. This statement is given to test the relevance of individual recognition by management as a first priority for ascertaining the esteem need satisfaction.

Table 5.1.4.(i) presents that out of the total respondents, only 1.3 per cent have shown their disagreement towards the statement, 1.7 percent were neutral and 97 percent of employees expressed their assent towards the relevance of the statement.

5.1.4.(ii) Statement No.2: *Pride in one's work is actually an important reward.*

Responses received from employees to the statement in reflected in Table 5.1.4.(ii)

Table 5.1.4.(ii)

Statement: Pride in one's work is actually an important reward.

Response	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Strongly Agree	80	37.2	69	27.1	149	31.7
Agree	113	52.6	162	63.5	275	58.5
Neutral	22	10.2	24	9.4	46	9.8
Disagree	-	-	-	-	-	-
Strongly Disagree	-	-	-	-	-	-
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

To ascertain the relevance of the statement of esteem needs, the statement was tabulated and presented in Table 5.1.4.(ii). From the analysis it is

found that except 9.8 percent others positively responded to the statement that ‘Pride in one’s work is actually an important reward. Hence the statement is quite relevant.

5.1.4.(iii) Statement No.3: Access to higher level management is important to employees.

All employees nourish an affinity towards maintaining some sort of rapport with their top management as a means of ego boosting, Hence the statement is administered. Respondent’s reaction is shown in Table 5.1.4.(iii)

Table 5.1.4.(iii)

Employees’ responses towards the statement - Access to higher level management is important to employees.

Response	Ownership				Total	
	Public Sector		Private Sector		Nos.	Per cent
	Nos.	Per cent	Nos.	Per cent		
Strongly Agree	95	44.2	50	19.6	145	30.8
Agree	99	46	168	65.9	267	56.8
Neutral	21	9.8	15	5.9	36	7.8
Disagree	-	-	10	3.9	10	2.1
Strongly Disagree	-	-	12	4.7	12	2.5
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

A statement was served to ascertain the significance of a factor relating to esteem needs that ‘Access to higher level management is important to employees’ is shown in Table 5.1.4.(iii). The responses reveal that 87.6 per cent employees have agreed to the statement and hence the statement is relevant in the context of esteem needs satisfaction.

5.1.4.(iv) Statement No.4: *Employees prefer self initiative to strict supervision.*

This statement has been accepted by employees as shown Table 5.1.4.(iv)

Table 5.1.4.(iv)

Response to the statement - Employees prefer self initiative to strict supervision.

Response	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Strongly Agree	70	32.6	55	21.6	125	26.6
Agree	113	52.6	177	69.4	290	61.7
Neutral	23	10.7	7	2.7	30	6.4
Disagree	9	4.1	15	5.9	24	5.1
Strongly Disagree	-	-	1	0.4	1	0.2
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

To the statement 'employees prefer self initiatives to strict supervision', 88.3 percent of employees are in agreement with it. Only 5.3 percent disagreed. Hence it can be stated that the statement is valid.

5.1.4.(v) Statement No.5: *Organization has well defined plans for career development of employees.*

Responses of employees to the statement is listed in Table 5.1.4.(v)

Table 5.1.4.(v)

Responses towards the statement - Organization has well defined plans for career development of employees.

Response	Ownership				Total	
	Public Sector		Private Sector		Nos.	Per cent
	Nos.	Per cent	Nos.	Per cent		
Strongly Agree	87	40.5	67	26.2	154	32.8
Agree	108	50.2	182	71.4	290	61.7
Neutral	18	8.4	2	0.8	20	4.3
Disagree	2	0.9	2	0.8	4	0.8
Strongly Disagree	-	-	2	0.8	2	0.4
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

Organizations should have well defined plan for career development of their employees. Opinions were collected from respondents to test the relevance of

the statement. Majority of the respondents (94.5 per cent) were quite positive about the content and only 1.2 percent dissented to the relevance of the statement. Hence it can be stated that the statement is highly relevant in the context of esteem needs.

5.1.4.(vi) Statement:6: *Organization should have a built-in mechanism for recognition and reward for better performance.*

Table 5.1.4.(vi)

Employees' response to the statement - Organization should have a built-in mechanism for recognition and reward for better performance.

Response	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Strongly Agree	98	45.6	63	24.7	161	34.3
Agree	91	42.3	170	66.7	261	55.5
Neutral	22	10.2	20	7.8	42	8.9
Disagree	4	1.9	2	0.8	6	1.3
Strongly Disagree	-	-	-	-	-	-
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

The Table 5.1.4.(vi) shows that 89.8 per cent employees have either agreed or strongly agreed to the statement that organizations should have an in built mechanism for recognition and reward for better performance. This implies that organizations should always recognize the workers and give due rewards for their better performance to fulfill their ego satisfaction.

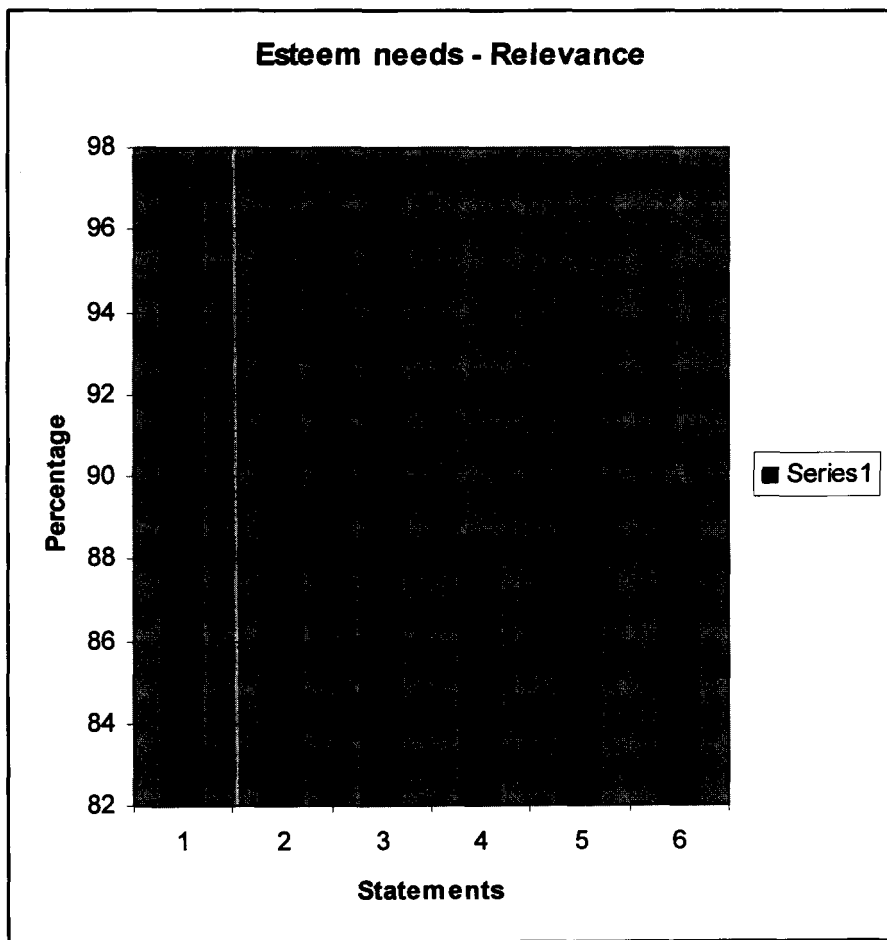


Figure. 5.1.4.(a) Esteem needs - Relevance

From the Tables presented 5.1.4.(i) to 5.1.4.(vi) and the Figure 5.1.4.(a) relating to the statements on esteem needs of employee of public sector and private sector, it is seen that all statements are highly significant and quite relevant.

5.1.5. Self Actualization Needs

The highest order of needs as set by Abraham Maslow is the self actualization or self fulfillment needs. It excels a person of being oneself. The six statements furnished to the employees are:

- Many employees want to give their best in everything they do.
- There should be opportunities for self development.
- Employment should offer chances to accomplish one's dreams.
- Organization should have a commitment to achieve the potential of their employees
- Organization should provide opportunities for self fulfillment contributing to self – worth.
- Ownership pattern (public and private) of an organization has a critical influence in fulfilling self growth of employees.

The assessment with regard to the relevance of the highest order needs among the non-managerial employees are detailed below.

5.1.5.(i) Statement No.1: *Many employees want to give their best in everything they do.*

The opinion collected from employees with regard to this statement have been shown in Table 5.1.5.(i)

Table 5.1.5.(i)

Employees' response to the statement - Many employees want to give their best in everything they do.

Response	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Strongly Agree	75	34.9	57	22.4	132	28.1
Agree	106	49.3	180	70.6	286	60.9
Neutral	34	15.8	16	6.2	50	10.6
Disagree	-	-	2	0.8	2	0.4
Strongly Disagree	-	-	-	-	-	-
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

Employees were asked to give their responses for assessing the relevance of the statement relating to self actualisation needs. The statement was

that 'employees should offer the best of themselves in everything they do'. Majority of employees were found to be agreed to the statement. Only 10.6 per cent employees were seemed neutral and 0.4 per cent disagreed. Hence it is seen that the statement is highly relevant.

5.1.5.(ii) Statement No. 2: *There should be opportunities for self development.*

This statement has been viewed by the respondents as Shawn below in Table 5.1.5.(ii)

Table 5.1.5.(ii)

Statement : There should be opportunities for self development.

Response	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Strongly Agree	68	31.6	57	22.4	125	26.6
Agree	96	44.7	180	70.6	276	58.7
Neutral	36	16.7	16	6.2	52	11.1
Disagree	15	7	2	0.8	17	3.6
Strongly Disagree	-	-	-	-	-	-
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

Organisations should provide opportunities for self development.

The Table 5.1.5.(ii) provides that 85.3 % employees expressed their assent to the

statement. Hence such a question is highly relevant in assessing the level of satisfaction with regard to self- actualisation needs.

5.1.5.(iii) Statement No.3: *Employment should offer chances to accomplish one's dreams.*

Self actualization should provide room to cherish one's own dreams. This statement has been supported by employees which states under Table 5.1.5.(iii)

Table 5.1.5.(iii)

Response to the statement - Employment should provide chances to accomplish one's dreams.

Response	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Strongly Agree	80	37.2	57	22.4	137	29.1
Agree	108	50.2	186	72.9	294	62.6
Neutral	27	12.6	8	3.1	35	7.4
Disagree	-	-	4	1.6	4	0.9
Strongly Disagree	-	-	-	-	-	-
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

Every employee wishes to accomplish their life dreams during the tenure of employment. This is a statement relating to self actualisation needs. The relevance of the statement derived from the employees is presented in Table 5.1.5.(iii). Only less than one per cent employees showed their disagreement towards the statement. Hence the statement is highly relevant in the context of self-actualisation needs.

5.1.5.(iv) Statement No. 4: *Organization should have a commitment to achieve the potential of their employees.*

Organisation should always show total commitment to get maximum potentials of their employees. Table 5.1.5.(iv) gives the reaction of employees to this statement. Table 5.1.5.(iv) gives the relevance of a statement that ‘organisations should have a commitment to achieve the potential of their employees. This statement is associated with self actualisation needs. The responses show that 91.1 per cent employees are consented to the statement. Hence the statement is relevant.

Table 5.1.5.(iv)

Organization should have a commitment to achieve the potential of their employees.

Response	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Strongly Agree	76	35.8	64	25.1	140	29.8
Agree	103	47.5	185	72.5	288	61.3
Neutral	36	16.7	4	1.6	40	8.5
Disagree	-	-	2	0.8	2	0.4
Strongly Disagree	-	-	-	-	-	-
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

5.1.5.(v) Statement No.5: Organization should provide opportunities for self fulfillment contributing to self – worth.

The opinion about this statement is reflected in Table 5.1.5.(v).

Survey data shows that a good majority of employees (94.2 per cent) consented to the statement that organisations should provide opportunities for self fulfillment contributing to self worth. Hence the fact is highly relevant in the context of self actualisation needs.

Table 5.1.5.(v)

Employees' response to the statement - Organization should provide opportunities for self fulfillment contributing to self worth.

Response	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Strongly Agree	71	33	63	24.7	134	28.5
Agree	126	58.6	183	71.8	309	65.7
Neutral	18	8.4	7	2.7	25	5.3
Disagree	-	-	2	0.8	2	0.5
Strongly Disagree	-	-	-	-	-	-
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

5.1.5.(vi) Statement No. 6: Ownership pattern (public and private) of an organization has a critical influence in fulfilling self growth of employees.

This statement has been supported by respondents as shown in Table 5.1.5.(vi)

Table 5.1.5.(vi)

Response to the statement - The ownership pattern (public and private) of an organization has a critical influence in fulfilling the self growth of employees.

Response	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Strongly Agree	88	40.9	72	28.2	160	34
Agree	100	46.5	169	66.3	269	57.2
Neutral	27	12.6	7	2.8	34	7.3
Disagree	-	-	7	2.7	7	1.5
Strongly Disagree	-	-	-	-	-	-
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

A statement relating to self growth and ownership pattern of organisations is served to the respondents, to test the relevance of the statement, especially in the liberalization era. The statement was given as - the ownership pattern (Public and Private) of an organisation has a critical influence in fulfilling the self growth of employees. The responses received from the employees have been depicted in the Table 5.1.5.(vi)

It is found that 91.2 per cent employees agreed to the statement that 'the ownership pattern of organisations has a critical influence in the self growth of

employees. Hence this statement relating to the self actualisation needs of employees is found to be relevant.

To test the relevance of the requirements of self actualisation needs of both public sector and private sector undertakings, six statements were administered. The responses received from the employees have been shown in Tables 5.1.5.(i) to 5.1.5.(vi) and in figure 5.1.5.(a)

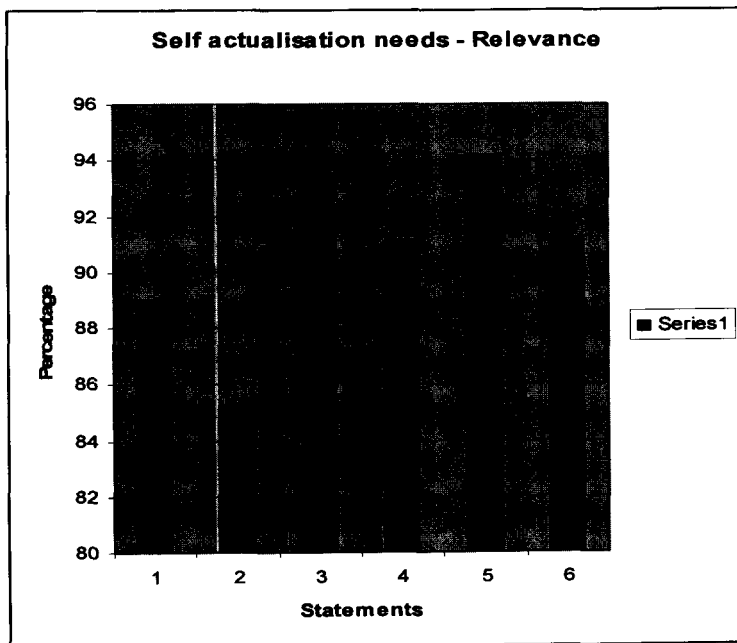


Figure 5.1.5 (a) Self – actualization needs : Relevance

From the analysis it is evident that all statements relating to the esteem need requirements of both employees of public sector and private sector are highly relevant.

From the analysis of the need relevance of employees of public sector and private sector based on Maslow model, it is found that all statements relating to the Basic needs, Security Needs, Social needs, Esteem needs and Self actualisation needs of non-managerial employees are highly significant and relevant.

Part II

Analysis of Level of Satisfaction

After ascertaining the relevance of each category of needs from the respondents, an attempt is made to assess the level of satisfaction derived from that category need from their respective organizations.

Hence, the questionnaire is prepared in such a way that each statement in the questionnaire was accompanied by a question requiring specific response from the employee to assess the level of satisfaction of each need. Thus, six questions relating to six factors pertaining to each need were given to the respondents. These questions were framed to assess the degree of satisfaction that the employees derive from the organisation in their different levels of needs in the hierarchy. This is a vital part of the study because it highlights the extent to which employee standards are achieved, their ideals are realized and their needs are satisfied in this particular organisation.

The level of satisfaction was gathered in a five point scale as 'Extremely Satisfied' (ES), 'Satisfied' (S), 'Not Certain' (NC), 'Dissatisfied' (DS) and 'Extremely Dissatisfied' (EDS).

5.2.1 Basic Needs

The factors identified to evaluate the level of satisfaction of Basic Needs are:

- Pay Package
- Adequate remuneration
- Competitiveness of the organizations in offering benefits and amenities.
- Incentive schemes offered by the Organisation
- Pay Revision adopted
- Canteen facilities provided

The analysis with regard to the above factors of Basic Needs are given below.

5.2.1.(i) Respondents' satisfaction with regard to proper pay package

Table 5.2.1.(i) shows the satisfaction scores of the respondents with regard to proper pay package in satisfying the Basic Needs. The satisfaction score tells that 21.2 per cent of private sector employees recorded their extreme dissatisfaction as against 2.8 per cent by public sector employees. 21.2 per cent of the Private sector employees recorded as they are dissatisfied with their pay package. Only 1.8 per cent of the Public Sector employees recorded their

dissatisfaction. Hence, a total of 42.2 per cent employees of Private sector employees are either extremely dissatisfied or dissatisfied.

Table 5.2.1.(i)

Basic Needs - Satisfaction scores of the Respondents - Pay Package

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	6	2.8	54	21.2	60	12.8
Dissatisfied	4	1.8	54	21.2	58	12.3
Not Certain	24	11.2	44	17.3	68	14.5
Satisfied	138	64.2	103	40.3	241	51.3
Extremely Satisfied	43	20	-	-	43	9.1
Total	215	100	255	100	470	100

Source: Survey Data

Again 40.3 per cent of private sector employees expressed satisfaction as against 64.2 per cent of public sector employees. Not even a single employee in private sector organization is extremely satisfied with the pay package offered. At

the same time 20 per cent of Public Sector employees are extremely satisfied with their pay package.

This is a clear implication that Private Sector Undertakings have failed to satisfy one of the factor of the basic needs – pay package – of about one-half of their employees. At the same time employees of Public sector employees are availing more pay package than private sector employees.

5.2.1.(ii) Respondents' satisfaction score towards adequate remuneration

Table 5.2.1.(ii)

Basic Needs: Satisfaction Scores of the respondents - Adequate remuneration

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	3	1.4	42	16.5	45	9.6
Dissatisfied	26	12.1	70	27.5	96	20.3
Not certain	41	19.0	81	31.7	122	26.0
Satisfied	133	61.9	61	23.9	194	41.3
Extremely satisfied	12	5.6	1.0	0.4	13	2.8
Total	215	100	255	100	470	100

Source: Survey Data

Table 5.2.1.(ii) shows that 44 per cent of the private sector employees are either dissatisfied or extremely dissatisfied with the remuneration they receive for the welfare of the family. As compared to private sector, public sector employees are more satisfied (67.5 per cent). This shows that the remuneration offered by public sector undertakings are much more better than that of private sector undertakings and as a result, family welfare is more assured to the employees of the public sector in terms of remuneration

5.2.1.(iii) Respondents' satisfaction score regarding the competitiveness of their organizations in offering benefits and amenities.

The satisfaction level of employees regarding the competitiveness of their organizations in offering benefits and amenities is exhibited in table 5.2.1.(iii)

A significant finding is that 23 per cent of employees are ignorant about the competitiveness of their organization to provide amenities and benefits. Still, 49.9 per cent are extremely satisfied or satisfied. While 63.7 per cent of the public

Table 5.2.1(iii)

Respondents' satisfaction level towards pay competitiveness of their organizations
in offering benefits and amenities.

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	12	5.6	26	10.2	38	8.1
Dissatisfied	27	12.6	62	24.3	89	19.0
Not certain	39	18.1	69	27	108	23.0
Satisfied	99	46.0	92	36.1	191	40.6
Extremely satisfied	38	17.7	6	2.4	44	9.3
Total	215	100	255	100	470	100

Source: Survey Data

sector employees are extremely satisfied or satisfied, only 38.5 per cent of private sector employees are coming under this group.

5.2.1.(iv) Satisfaction level of employees with regard to the incentive schemes offered by the Company.

In Table 5.2.1.(iv) the satisfaction level of employees with regard to the incentive schemes offered by their Company is detailed.

Table 5.2.1.(iv)

Satisfaction score of employees with regard to the incentive schemes offered by the Company.

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	11	5.1	22	8.6	33	7
Dissatisfied	34	15.8	61	23.9	95	20.2
Not Certain	65	30.2	91	35.7	156	33.2
Satisfied	85	39.6	81	31.8	166	35.3
Extremely Satisfied	20	9.3	-	-	20	4.3
Total	215	100	255	100	470	100

Source: Survey Data

The satisfaction score recorded by employees indicates that only less than 50 per cent of employees of both public sector (48.9) and private sector (39.6) are satisfied with the individual incentive schemes offered by their respective organizations and 33.2 per cent of the employees are not certain about the incentive schemes offered by their companies.

5.2.1.(v) Respondents' satisfaction level with respect to pay revisions adopted

Table 5.2.1.(v) provides the satisfaction level of employees of public & private sector with respect to the pay revision adopted by their organizations.

Table 5.2.1.(v)

Satisfaction level of employees – Basic Needs – Pay Revision Adopted

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	18	8.4	32	12.5	50	10.6
Dissatisfied	36	16.7	74	29	110	23.4
Not Certain	24	11.2	61	23.9	85	18.1
Satisfied	124	57.7	86	33.6	210	44.7
Extremely Satisfied	13	6	2	8	15	3.2
Total	215	100	255	100	470	100

Source: Survey Data

Table 5.2.1.(v) shows that 63.7 per cent of public sector employees are satisfied or extremely satisfied with regard to the pay revision adopted by their organisations. The percentage is found low (41.6 per cent) in private sector organizations and 41.5 per cent of private sector employees are either dissatisfied

or extremely dissatisfied with their pay revision adopted by the respective organizations.

5.2.1.(vi) Satisfaction level of employees with respect to subsidised canteen facilities offered.

Table 5.2.1.(vi) shows the satisfaction level of employees with respect to subsidised canteen facilities offered.

Table 5.2.1.(vi)

Basic needs - Satisfaction level of employees with respect to the canteen facilities provided

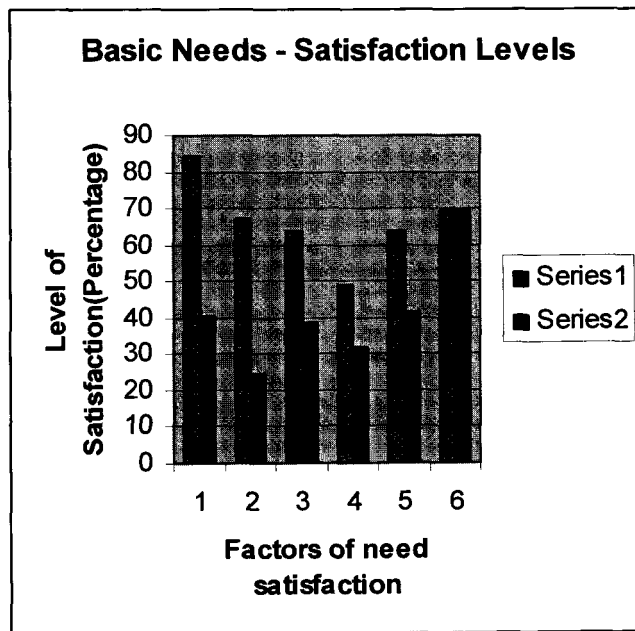
Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	14	6.5	17	6.7	31	6.6
Dissatisfied	30	14	33	12.9	63	13.4
Not certain	21	9.8	28	11	49	10.4
Satisfied	130	60.5	160	62.7	290	61.7
Extremely Satisfied	20	9.2	17	6.7	37	7.9
Total	215	100	255	100	470	100

Source: Survey Data

The table shows that both private and public sector provides subsidized canteen facilities to the satisfaction of their employees. 69.6 per cent employees

expressed their satisfaction in this regard. 10.4 per cent showed their indifferent attitude towards the satisfaction level.

From the analysis of basic needs satisfaction, it is observed that public sector employees get more satisfaction in fulfilling their basic needs, when compared with private sector. Further, it is also observed that almost all needs of basic requirements are provided by both public and private sector organizations to their employees.



Series1= Public sector Series2= Private sector

Figure 5.2.1.(a): Basic Needs - Satisfaction Levels.

Multiple regression analysis of basic needs satisfaction

The personal characteristics of non-managerial employees, namely, age, education, length of service and salary are taken as explanatory variables for explaining the different levels of need satisfaction. In order to analyse how these different factors are related to Basic Needs Satisfaction, a multiple regression analysis of the Basic Needs Satisfaction and the personal characteristics is done. The normalised index of Basic Needs Satisfaction of public sector and private sector, taken together, is regressed with the independent variables- Age, Education, Length of service and Salary , which is shown in Table 5.2.1(vii).

Table 5.2.1.(vii)

Multiple Regression Analysis of Basic Needs Satisfaction

Variables	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
Age	1.33E-02	0.013	0.049	1.008	0.314
Education	1.57E-02	0.009	0.068	1.706	0.089
Length of service	-2.60E-02	0.012	-0.104	-2.193	0.029
Salary	7.28E-02	0.004	0.656	16.88	0

Dependent Variable: normalised index of Basic Needs Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.686	0.471	0.467	0.14674

Predictors: age, education, length of service, salary

Table 5.2.1.(vii) presents multiple regression analysis of the normalized index of basic need satisfaction with the explanatory variables of Age, Education, Length of Service and Salary. The model presented indicates that Age, Education and Salary are positively related with basic needs satisfaction, whereas Length of service is related negatively.

Out of the four explanatory variables regressed; salary and length of service are statically significant. It implies that higher salary is related with higher levels of Basic Needs satisfaction. Employees getting relatively higher wages seem to be more satisfied in their work atmosphere. It is quite natural that Salary which fulfills the basic needs of employees happened to be a factor for higher levels of basic needs satisfaction.

Length of service has a negative impact on Basic needs Satisfaction. It implies that employees having longer service in organizations appeared to be having lesser Basic Needs satisfaction

The R square 0.471 indicates that 47.1 per cent variation in the basic needs satisfaction index of public and private sector undertakings is explained by the four explanatory variables tested.

Testing of Hypothesis

Based on the normalized index of Basic Needs, Z test is used for the purpose of testing the hypotheses: *the level of satisfaction of non-managerial employees of public sector is greater than that of private sector employees with respect to Basic needs satisfaction.*

Table 5.2.1.(viii)

Normalised index of Basic Needs

Need	Public		Private	
	Mean	SD	Mean	SD
Basic	0.63	0.16	0.48	0.21

Source: Survey data

Table 5.2.1.(ix)
(Z test – Basic Needs)

							Z Value	
Mean of Sample 1 (Public)	Mean of Sample 2 (Private)	SD of Sample 1	SD of Sample 2	Size of Sample 1	Size of Sample 2	S.E	Computed Value	Table Value
0.63	0.48	0.16	0.21	215	255	0.017085	8.78	1.645

Level of significance : .05

Since the computed value of Z is 8.78 which is more than the table value of 1.645, the null hypothesis is rejected and alternate hypothesis formulated in the study is accepted. Hence the level of satisfaction of non-managerial employees of public sector is significantly greater than that of private sector with respect to basic needs.

5.2.2 Security Needs

The factors identified to evaluate the level of satisfaction of Security Needs are:

- Job security
- Tools and equipments to work with

- Retirement benefits
- Organisation's ability to compete effectively
- Physical working condition
- Safety measures provided by organisation

The above factors are subjected to the following analysis:

5.2.2(i) Satisfaction level with regard to the job security in organization.

Table 5.2.2(i) shows the satisfaction level of non-managerial employees with regard to job security. From the responses received from the employees, only 28.5 per cent employees are satisfied with the job security offered in both type of organizations. An equal percentage has recorded (26.4 per cent) their unawareness in recording their satisfaction. Out of the employees of public sector, 47.4 per cent have recorded their satisfactory level, whereas only 14.5 per cent employees of private sector have marked their faith in job security in their organization and their ignorance in expressing the level of satisfaction is to the extent of 30.6 per cent.

Table 5.2.2.(i)

Level of satisfaction with regard to job security in organizations

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	21	9.8	24	9.4	45	9.5
Dissatisfied	46	21.4	116	45.5	162	34.5
Not certain	46	21.4	78	30.6	124	26.4
Satisfied	99	46	35	13.7	134	28.5
Extremely Satisfied	3	1.4	2	0.8	5	1.1
Total	215	100	255	100	470	100

Source: Survey Data

It is highly imperative that satisfaction with respect to job security in private organization is too less when compared with public sector organization. There is a marked difference between the satisfaction level of public sector and private sector employees.

It may be observed that the reason for low gratification of job security is due to the newly changed economic policies of Government. Since 1991 government have opened up a wide door of liberalization, where any type of organization can survive only by defeating competition, which may adversely affect the job security factor of employees.

Testing of hypothesis

The hypothesis that *job security of non-managerial employees in public sector is more than that of private sector undertakings* is tested using Z test (one tailed) on the basis of normalized index.

Table 5.2.2. (ii)

Normalised index of Job Security

Need	Public		Private	
	Mean	SD	Mean	SD
Job Security	1.9488	0.6085	1.7765	0.576

Source: Survey Data

Table 5.2.2 (iii)

Z test – Job Security

							Z Value	
Mean of Sample 1 (Public)	Mean of Sample 2 (Private)	SD of Sample 1	SD of Sample 2	Size of Sample 1	Size of Sample 2	S.E	Computed Value	Table Value
1.9488	1.7765	0.6085	0.5760	215	255	0.054984	3.1336	1.645

Since the calculated value of Z is 3.1336, which is numerically greater than the Table value of 1.645, the null hypothesis is rejected and the alternate

hypothesis is accepted. Hence, the job security of no-managerial employees in public sector is more than that of private sector undertakings.

5.2.2.(iv) Level of satisfaction of Respondents with respect to the good tools and equipment supplied to work.

Table 5.2.2.(iv)

Level of satisfaction of the Respondents with regard to good tools and equipments for work

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	3	1.4	13	5.1	16	3.4
Dissatisfied	28	13	55	21.6	83	17.6
Not certain	45	20.9	22	8.6	67	14.3
Satisfied	113	52.6	150	58.8	263	56
Extremely Satisfied	26	12.1	15	5.9	41	8.7
Total	215	100	255	100	470	100

Source: Survey Data

It is ascertained from Table 5.2.2.(iv) that 64.7 per cent employees are satisfied with the tools and implements supplied to them for the work.

On a further analysis of employees of public sector and private sector, this factor is reasonably applied satisfactorily (62.7 per cent in public sector and 64.7 per cent in private sector).

5.2.2.(v) *Employees' satisfaction level with regard to the retirement benefits offered.*

Table 5.2.2.(v) gives the picture of the satisfaction level of employees with respect to the retirement benefits offered by their organizations.

Table 5.2.2.(v)

Satisfaction score of employees with respect to retirement benefits

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	7	3.3	17	6.7	24	5.1
Dissatisfied	33	15.3	87	34.1	120	25.5
Not certain	34	15.8	94	36.9	128	27.2
Satisfied	129	60	56	22	185	39.4
Extremely Satisfied	12	5.6	1	0.3	7	1.5
Total	215	100	255	100	470	100

Source: Survey Data

From Table 5.2.2.(v) it is seen that public sector employees are more satisfied (65.6 per cent) with the retirement benefits offered by their organizations, when compared with private sector employees, where the gratification level is only 22.3 per cent. However, only 40.9 per cent of the employees from both sectors are satisfied with the retirement benefits and 27.2 per cent of employees are not aware of the benefits.

5.2.2.(vi) Satisfaction Level of employees with regard to company's ability to compete effectively

Table 5.2.2.(vi) shows the satisfaction level of employees about the company's ability to compete effectively, especially in the light of liberalization and globalization.

From the responses received from the employees, to ascertain the competence of their organisation, both public and private employees show their satisfaction level as 60 % and 49 % respectively. This shows that they have a good faith in the competence level of their company to face and survive stiff competition generated out of liberalization and globalization.

Table 5..2.2.(vi)

Satisfaction score of employees with regard to company's ability to compete effectively

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	14	6.5	27	10.6	41	8.8
Dissatisfied	42	19.5	78	30.6	120	25.5
Not Certain	30	14.0	46	18.0	76	16.1
Satisfied	101	47.0	93	36.5	194	41.3
Extremely Satisfied	28	13.0	11	4.3	39	8.3
Total	215	100	255	100	470	100

Source: Survey Data

Still there is marked significance shown by both type of organizations. 26 % of employees of public sector shows their dissatisfaction level whereas the percentage is much high (41.2) in private sector.

5.2.2.(vii) Satisfaction level of employees towards the physical working conditions offered by the companies.

The satisfaction level of employees ascertained in Table 5.2.2.(vii) is shown below, with respect to the physical working condition offered by their respective management.

Table 5.2.2.(vii)

Satisfaction score of employees toward the physical working condition offered by management

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	9	4.2	31	12.2	40	8.5
Dissatisfied	23	10.7	72	28.2	95	20.2
Not Certain	49	22.7	25	9.8	74	15.7
Satisfied	130	60.5	127	49.8	257	54.7
Extremely Satisfied	4	1.9	-	-	4	0.9
Total	215	100	255	100	470	100

Source: Survey Data

As the Table shows, 49.8 per cent of private sector employees and 62.4 per cent of public sector employees expressed their satisfaction level in the physical working conditions provided by the respective organizations.

From the analysis, it can be observed that the physical environment of public undertakings are much better than the private undertakings.

Altogether employees of both public and private sector expressed their satisfaction level as 55.6 per cent.

5.2.2.(viii) Satisfaction level of employees towards safety measures adopted by the company.

Table 5.2.2.(viii) shows the level of satisfaction attained by respondents towards safety measures provided by the companies. Responses received from the respondents shows that 76.2 per cent of employees belonging to public sector are satisfied with safety measures adopted by their companies, whereas only 51 per cent of satisfaction level has been achieved by private sector employees. Although the combined satisfaction score of both types of undertakings come to 62.6 per cent, it can be seen that public sector undertakings are in the forefront to provide adequate safety measures.

Table 5.2.2.(viii)

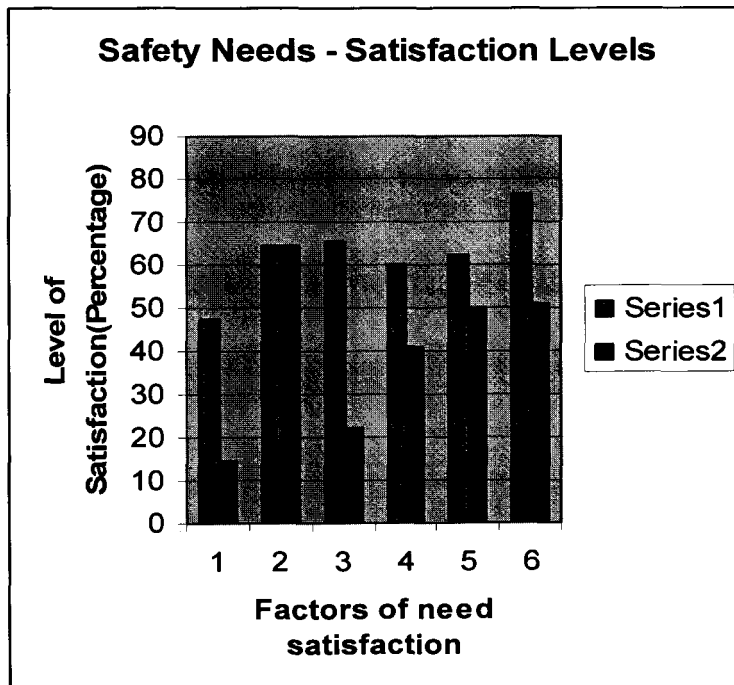
Responses of respondents towards safety measures provided by companies

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	3	1.4	25	9.8	28	6.0
Dissatisfied	19	8.8	70	27.5	89	18.9
Not Certain	29	13.6	30	11.7	59	12.5
Satisfied	145	67.4	126	49.4	271	57.7
Extremely Satisfied	19	8.8	4	1.6	23	4.9
Total	215	100	255	100	470	100

Source: Survey Data

From the analysis of both public sector and private sector employees, it is observed that as regards the satisfaction level achieved by employees covering security needs, non managerial employees of the public sector undertakings are the more satisfied group than employees of private sector undertakings.

But as regards job security is concerned, the level of satisfaction is too low when compared with other factors contributing to safety/security needs. This may be because of the fact that due to liberalization, the competitive spirit of the organizations are at their peak for survival, the job security factor is being ignored, leaving frustration and dissatisfaction among employees.



Series1= Public sector Series2= Private sector

Figure 5.2.2.(a) Safety Needs : Satisfaction level

The aggregate safety needs satisfaction as depicted above indicates that the general level of satisfaction of public sector employees is more than that of private sector. However, with regard to the tools and equipment the level of satisfaction enjoyed by the non-managerial employees of both the sectors are almost the same.

Multiple regression analysis of security needs satisfaction

The personal characteristics of non-managerial employees, namely, age, education, length of service and salary are taken as explanatory variables for explaining the different levels of need satisfaction. In order to analyse how these different factors are related to Security Needs Satisfaction, a multiple regression analysis of the Security Needs Satisfaction and the personal characteristics is done. The normalised index of Security Needs Satisfaction of public sector and private sector, taken together, is regressed with the independent variables- Age, Education, Length of service and Salary , which is shown in Table 5.2.2.(ix).

The normalised index of security needs satisfaction of the public and private sector employees taken together is regressed with the four explanatory variables selected for the study viz. Age, Education, Length of Service and Salary. Table 5.2.2(ix) shows that out of the four factors, age, education and salary are

positively related to the security needs satisfaction and length of service is negatively related.

Table 5.2.2.(ix)

Multiple Regression Analysis of Security Needs Satisfaction

Variables	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
Age	3.16E-02	0.017	0.092	1.852	0.065
Education	2.61E-02	0.012	0.09	2.194	0.029
Length of service	-3.17E-02	0.015	-0.101	-2.071	0.039
Salary	8.69E-02	0.006	0.621	15.583	0

Dependent Variable: normalised index of Security Needs Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.666	0.443	0.438	0.18986

Predictors: age, education, length of service, salary

The analysis presented reveals that salary, length of service and education are statistically significant and age appears to be not significant. This implies that relatively more educated employees, those having more service in their organisations and those drawing more salary are appeared to be having more security needs satisfaction in their work atmosphere. The negative relation of length of service with security needs satisfaction indicates that the concern for

security and safety needs is increasing and what the organizations provide at present is not up to the expectation of employees. The correlation with education indicates that employees, relatively more educated, are having more concern for their security needs. The positive association of salary is quite evident because of the role of salary in fulfilling the lower order needs.

The R square of 0.443 indicates that 44.3 per cent of the variation in security needs satisfaction is related to the variation in the four explanatory variables tested.

Testing of Hypothesis

The hypothesis, *the level of satisfaction of non-managerial employees of public sector is greater than that of private sector employees with respect to Safety needs satisfaction* is tested using the test statistic ‘Z’ (one tailed) based on the normalized index of Safety Needs.

Table 5.2.2.(x)

Normalised index of Safety Needs

Need	Public		Private	
	Mean	SD	Mean	SD
Safety	0.75	0.22	0.59	0.26

Source: Survey Data

Table 5.2.2.(xi).

Z test – Safety Needs

							Z Value	
Mean of Sample 1 (Public)	Mean of Sample 2 (Private)	SD of Sample 1	SD of Sample 2	Size of Sample 1	Size of Sample 2	S.E	Computed Value	Table Value
0.75	0.59	0.22	0.26	215	255	0.0701149	2.282	1.645

Level of significance : .05

Since the computed value of Z is 2.282 which is more than the table value of 1.645, the null hypothesis is rejected and alternate hypothesis is accepted. Hence the level of satisfaction of non-managerial employees of public sector is significantly greater than that of private sector employees with respect to safety needs satisfaction.

Among the factors affecting security needs, it is felt that job security is the most important variable affecting the perception of employees. It is evident from Table 5.2.2(i), that the percentage of dissatisfaction among the non-managerial employees of private sector is significantly more than that of public sector. This aspect was subject to further analysis in order to vindicate and substantiate what was surmised earlier.

5.2.3. Social Needs

The factors identified to evaluate the level of satisfaction of Social

Needs are:

- Maintaining quality of relationship among informal work groups
- Social events sponsored by management after work hours.
- Role of supervisors in developing a friendly atmosphere in organizations
- Redressal of grievances.
- Superior – subordinate relationship
- Achieving co-operation among employees

The findings on the analysis of above factors are summarized below:

5.2.3 (i) Satisfaction level of employees in maintaining quality of relationship among informal workgroups

Satisfaction level of employees in maintaining quality of relationship among informal workgroups is shown in Table 5.2.3.(i). The satisfaction score of employees tells that 54.9 per cent were either satisfied or extremely satisfied in preserving the quality of relationship in work situations. There is only a slight variation between the satisfaction level felt by employees of public sector and

private sector. Hence it is assumed that in all types of organizations, informal relationship is maintained among work group. This is a right step in obtaining social need satisfaction.

Table 5.2.3 (i)

Satisfaction score of employees in maintaining quality of relationship
among informal work groups

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	3	1.4	25	9.8	28	6
Dissatisfied	44	20.5	45	17.6	89	18.9
Not Certain	38	17.7	57	22.4	95	20.2
Satisfied	114	53	120	47.1	234	49.8
Extremely Satisfied	16	7.4	8	3.1	24	5.1
Total	215	100	255	100	470	100

Source: Survey Data

5.2.3.(ii) Satisfaction level of employees in social events sponsored by management after work hours.

It is very serious to note that 31.9 per cent employees are totally unaware of the role participation of management in providing social events after work hours. The Table shows that only 36 per cent of employees are satisfied in

the matter. The satisfied lot in public sector is 46 per cent and it is 27.5 per cent in private sector.

Table 5.2.3.(ii)

Level of satisfaction of employees in social events sponsored by management after work hours.

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	17	7.9	37	14.5	54	11.5
Dissatisfied	46	21.4	51	20	97	20.6
Not Certain	53	24.7	97	38	150	31.9
Satisfied	94	43.7	55	21.6	149	31.7
Extremely Satisfied	5	2.3	15	5.9	20	4.3
Total	215	100	255	100	470	100

Source: Survey Data

Hence it is observed that the management of both public sector and private sector should take keen interest to provide more social activities to motivate employees.

5.2.3.(iii) Satisfaction level of employees with respect to supervisors role in developing a friendly atmosphere in organizations.

Table 5.2.3.(iii) gives the level of satisfaction of employees with respect to the role of supervisors in developing a friendly atmosphere in organizations.

Table 5.2.3.(iii)

Level of satisfaction of employees with respect to the role of supervisors in developing a friendly atmosphere in organizations.

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	3	1.4	4	1.6	7	1.5
Dissatisfied	19	8.8	44	17.3	63	13.4
Not Certain	39	18.2	70	27.4	109	23.2
Satisfied	140	65.1	124	48.6	264	56.2
Extremely Satisfied	14	6.5	13	5.1	27	5.7
Total	215	100	255	100	470	100

Source: Survey Data

The survey results to the question ‘how far the employees are satisfied’, with respect to the role of supervisors in developing a friendly atmosphere among

their people, indicates that 61.9 per cent employees are satisfied with their supervisors role in developing a friendly atmosphere. This is a positive symptom in attaining social need satisfaction. The goal of social acquaintance will be realized only when the Boss-subordinate relationship is properly bonded by a friendly culture. To a great extent this factor has achieved its aim in fulfilling social need satisfaction in both public and private sector organizations. Still 23.2 per cent employees shows their uncertain position in the matter.

5.2.3.(iv) Satisfaction level of employees with regard to the mechanism for redressal of grievances in their organizations.

Table 5.2.3.(iv) shows the satisfaction level of employees with regard to the mechanism for redressal of grievances in their organizations.

Employees recorded their level of satisfaction with regard to the redressal of grievances in their organizations, as shown in Table 5.2.3.(iv). Employees of which 37.4 per cent are dissatisfied with the application of redressal mechanisms of their grievances in organizations. Only 30 per cent of employees expressed their satisfaction in the matter whereas 32.6 per cent showed their uncertainty position.

Table 5.2.3.(iv)

Satisfaction level of employees towards redressal of grievances.

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	14	6.5	17	6.7	31	6.6
Dissatisfied	57	26.5	88	34.5	145	30.8
Not Certain	46	21.4	107	42	153	32.6
Satisfied	69	32.1	32	12.5	101	21.5
Extremely Satisfied	29	13.5	11	4.3	40	8.5
Total	215	100	255	100	470	100

Source: Survey Data

Employees may be often confronted with many problems, frustrations and grievances in work situations. Unless and until effective solutions are offered, it will reflect in frustrations leading to inefficiency, blocks, strikes and even to closure. This can be avoided if timely attention is given to solve the problems. But it is seen that management is not giving proper attention to the matter. Further the situation is much more worse in private sector organizations than public sector. The level of satisfaction of employees in private sector is recorded as only 16.8 per cent and it is 45.6 per cent in public sector.

Hence it is suggested that timely attention may be given by the management of private sector undertakings to take steps to redress grievances of employees, which in turn contributes to conducive social environment.

5.2.3.(v) Satisfaction level of employees in attaining superior – subordinate relationship.

Table 5.2.3.(v) exemplifies the extend of satisfaction derived out of the supervisor – subordinate relationship for a conducive social environment.

Table 5.2.3.(v)

Level of satisfaction attained through superior – subordinate relationship

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	6	2.8	11	4.3	17	3.6
Dissatisfied	29	13.4	63	24.7	92	19.6
Not Certain	46	21.4	75	29.4	121	25.7
Satisfied	124	57.7	84	32.9	208	44.3
Extremely Satisfied	10	4.7	22	8.7	32	6.8
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

The satisfaction level of employees in attaining superior-subordinate relationship is shown in Table 5.2.3.(v). In public sector organizations, the result shows a positive score of 62.4 per cent and it is 41.6 per cent in private sector organizations. However it can be concluded that although public sector organizations have a high score in maintaining superior-subordinate relationship than private sector, the total score of 51.1 per cent shows that employees of both public and private sector are satisfied in maintaining rich relationship between superiors and subordinates.

5.2.3.(vi) Satisfaction score of employees in attaining co-operation among co-workers.

Table 5.2.3.(vi) produces best results with regard to the attainment of cooperation among workers in attaining social need satisfaction. 73.2 percent of employees are satisfied in achieving cooperative interaction. The same results with a little variation are seen in both types of undertakings. Public sector employees recorded 76.3 per cent, whereas it is 70.6 per cent in private sector. Hence it is concluded that majority of employees have achieved this social need satisfaction

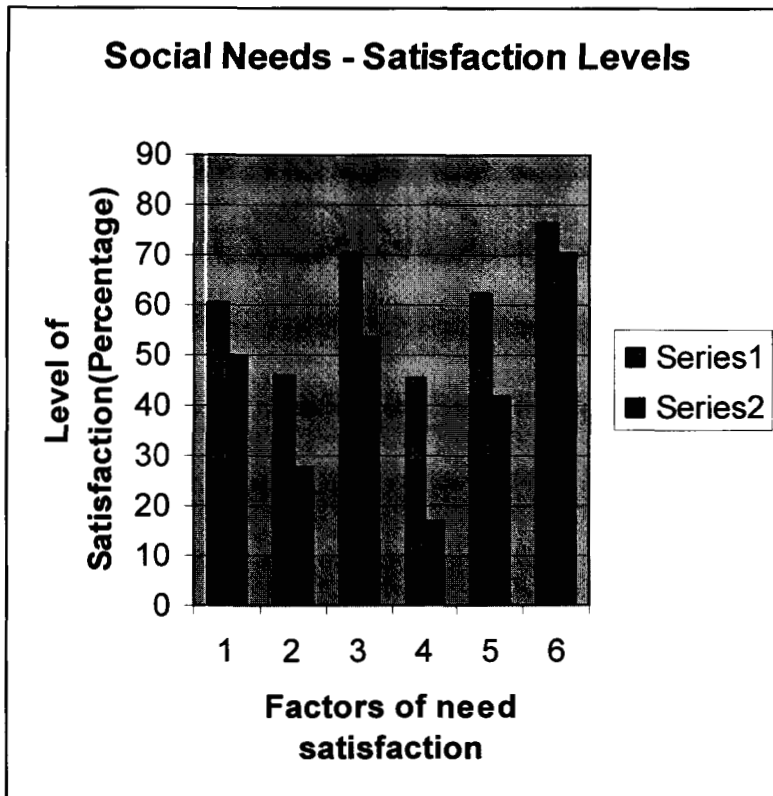
Table 5.2.3.(vi)

Satisfaction level attained by employees in achieving co-operation among themselves.

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	8	3.7	12	4.7	20	4.3
Dissatisfied	21	9.8	36	14.1	57	12.1
Not Certain	22	10.2	27	10.6	49	10.4
Satisfied	143	66.5	169	66.3	312	66.4
Extremely Satisfied	21	9.8	11	4.3	32	6.8
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

From the analysis of Social Needs satisfaction, it is observed that public sector non-managerial employees get more satisfaction in fulfilling their social needs when compared to the private sector. In the aspect of redressal of grievances, the satisfaction enjoyed by the public sector employees seems to be significantly high.



Series1=Public sector; Series2= Private sector

Figure 5.2.3.(a) Social Needs : Satisfaction level

Multiple regression analysis of social needs satisfaction

The personal characteristics of non-managerial employees, namely, age, education, length of service and salary are taken as explanatory variables for explaining the different levels of need satisfaction. In order to analyse how these different factors are related to Social Needs Satisfaction, a multiple regression

analysis of the Social Needs Satisfaction and the personal characteristics is done. The normalised index of Social Needs Satisfaction of public sector and private sector, taken together, is regressed with the independent variables- Age, Education, Length of service and Salary , which is shown in Table 5.2.3.(vii).

Table 5.2.3.(vii).

Multiple Regression Analysis of Social Needs Satisfaction

Variables	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
Age	1.54E-02	0.017	0.058	0.926	0.355
Education	2.23E-02	0.012	0.099	1.927	0.050
Length of service	-7.74E-04	0.015	-0.003	-0.052	0.959
Salary	3.11E-02	0.005	0.288	5.744	0.000

Dependent Variable: normalised index of Social Needs Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.348	0.121	0.113	0.18446

Predictors: age, education, length of service, salary

The normalized index of social need satisfaction of public and private undertakings combined together is regressed with the explanatory variables of age, education, length of service and salary as depicted in Table 5.2.3.(vii)

From the analysis it is found that the variables Age, Education and Salary shows a positive relationship and length of service shows a negative relationship with social needs satisfaction. Out of the four variables tested the two variables - Salary and Education are statistically significant and emerged as the predictors of social needs satisfaction. The predictors Salary and Education have a positive impact in influencing social needs satisfaction of non managerial employees.

The value of R square is 0.121 which means that 12.1 percent of variations in the social needs satisfaction can be accounted by the variations in the four explanatory variables in the model.

Testing of Hypothesis:

Based on the normalized index of Social Needs, 'Z' test is used for the purpose of testing the hypothesis that *the level of satisfaction of non-managerial employees of public sector is greater than that of private sector employees with respect to social needs satisfaction* based on the normalized index of social needs.

Table 5.2.3(viii)

Normalised index of Social Needs

Need	Public		Private	
	Mean	SD	Mean	SD
Social	0.58	0.2	0.51	0.18

Source: Survey Data

Table 5.2.3 (ix).

Z test – Social Needs

							Z Value	
Mean of Sample 1 (Public)	Mean of Sample 2 (Private)	SD of Sample 1	SD of Sample 2	Size of Sample 1	Size of Sample 2	S.E	Computed Value	Table Value
0.58	0.51	0.2	0.18	215	255	0.0176918	3.9566	1.645

Level of significance : .05

Since the computed value of Z is 3.9566 which is more than the table value of 1.645, the null hypothesis is rejected and alternate hypothesis is accepted. Hence the level of satisfaction of non-managerial employees of public sector is significantly greater than that of private sector employees with respect to social needs satisfaction.

5.2.4. Esteem Needs

The factors identified to evaluate the level of satisfaction of Esteem Needs are:

- Recognizing the performance of subordinate by supervisor.
- Attainment of pride in work.
- Accessibility to higher levels of management
- Employees preference to self-initiative than strict supervision.
- Career development opportunities offered by organization
- Built-in mechanism provided by organization for recognizing and rewarding better performance.

The responses received from the employees are analysed below:

5.2.4.(i) The satisfaction level ascertained in recognizing employees' outstanding performance by management.

Table 5.2.4.(i) records the satisfaction score of employees in recognizing the performance by management. The satisfaction level of the respondents' attitude towards the statement is presented in Table 5.2.4.(i). It is seen that only 20.2

percent of the employees expressed their satisfaction. About 15 percent employees in private sector and 26.5 percent in public sector recorded their satisfaction.

Table 5.2.4.(i)

Esteem needs: Satisfaction level attained in recognizing the performance of subordinate by supervisor.

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	10	4.7	37	14.5	47	10
Dissatisfied	111	51.6	162	63.5	273	58.1
Not Certain	37	17.2	18	7.1	55	11.7
Satisfied	40	18.6	37	14.5	77	16.4
Extremely Satisfied	17	7.9	1	0.4	18	3.8
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

It implies that more than 68 percent employees were either dissatisfied or extremely dissatisfied in obtaining recognition of their performance by superiors.

5.2.4.(ii) Satisfaction level of employees with respect to the attainment of pride in one's work

Responses received from the employees to ascertain the level of satisfaction is presented in Table 5.2.4.(ii). It is found from the Table that 66.2 per cent employees were not satisfied with respect to the achievement of pride in work. When 9.2 per cent were uncertain in the matter, 24.6 percent of employees expressed that they are satisfied. The satisfaction score of employees in public sector is 23.8 percent, and it is 25.5 percent in private sector. Hence it is implied that majority of employees are not getting satisfaction to this factor of esteem needs.

Table 5.2.4.(ii)

Satisfaction level of employees with respect to the attainment of pride in work.

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	6	2.8	4	1.6	10	2.2
Dissatisfied	125	58.1	176	69	301	64
Not Certain	33	15.3	10	3.9	43	9.2
Satisfied	46	21.4	36	14.1	82	17.4
Extremely Satisfied	5	2.4	29	11.4	34	7.2
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

5.2.4.(iii) Satisfaction level of employees with respect to the access with higher level management.

The satisfaction level of employees in accessing higher level managerial hierarchy is shown in Table 5.2.4.(iii)

Table 5.2.4.(iii)

Access to higher level management

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	6	2.8	51	20	57	12.1
Dissatisfied	169	78.6	161	63.1	330	70.2
Not Certain	8	3.7	11	4.3	19	4.0
Satisfied	29	13.5	26	10.2	55	11.7
Extremely Satisfied	3	1.4	6	2.4	9	2.0
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

The table reveals that 14.9 per cent employees of public sector and 12.6 per cent employees of private sector only are satisfied. Although there is a little variation in the satisfaction level in getting access to higher levels of management

by the employees of public sector and private sector. The study shows that the total satisfaction derived is very low (13.7 per cent).

5.2.4.(iv) Satisfaction level of employees with regard to the statement that employees prefer self initiative to strict supervision.

Table 5.2.4.(iv) presents that 71.2 percent in public sector and 83.1 per cent in private sector are not satisfied. Only 16.6 percent employees are found to be satisfied. They feel that organizations insist on strict supervision or they do not get the freedom for self initiation.

Table 5.2.4.(iv)

Employees’ satisfaction level with regard to the statement – Employees prefer self-initiative to strict supervision.

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	6	2.8	36	14.1	42	8.9
Dissatisfied	147	68.4	176	69	323	68.7
Not Certain	14	6.5	13	5.1	27	5.8
Satisfied	40	18.6	24	9.4	64	13.6
Extremely Satisfied	8	3.7	6	2.4	14	3.0
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

**5.2.4.(v) Satisfaction level of employees with respect to the statement -
Organization has well defined plans for career development of
employees**

Responses of the respondents were presented in Table 5.2.4.(v).

Table 5.2.4.(v)

Satisfaction score of employees towards the statement - Organization has well
defined plans for career development of employees

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	10	4.7	50	19.6	60	12.8
Dissatisfied	136	63.3	159	62.4	295	62.8
Not Certain	12	5.6	9	3.5	21	4.5
Satisfied	57	26.4	35	13.7	92	19.5
Extremely Satisfied	-	-	2	0.8	2	0.4
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

A good majority of employees (75.6 per cent) expressed that they are not deriving any satisfaction out of career development opportunities in

organizations. Only a small lot (19.9 per cent) expressed that they are satisfied. Hence it can be ascertained that organizations do not give proper attention in developing their career opportunities.

5.2.4(vi) Satisfaction level of employees towards the built-in mechanism provided by organization for recognizing and rewarding for better performance

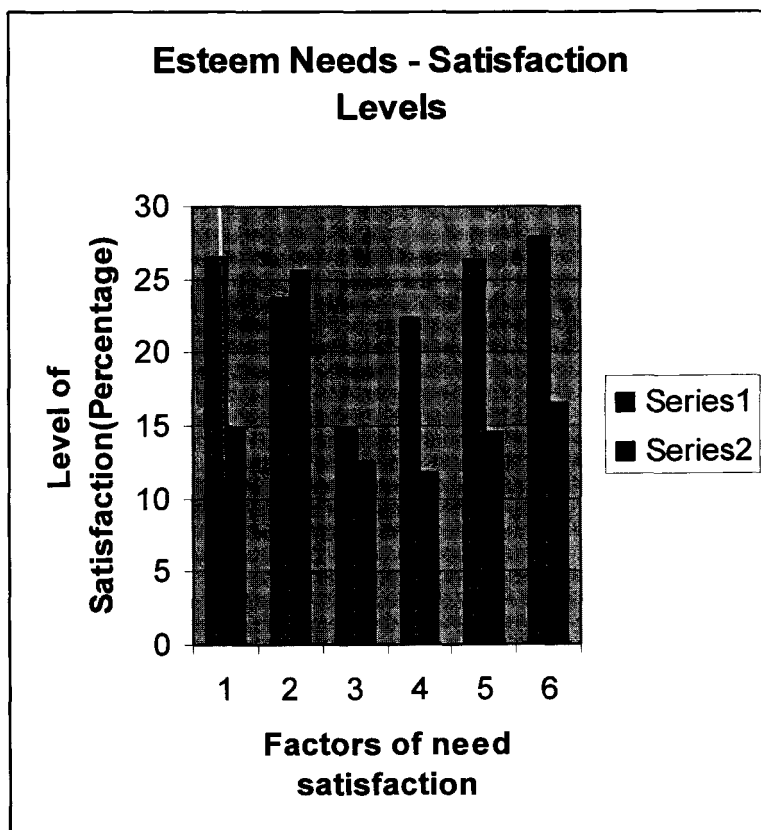
Table 5.2.4.(vi)

Satisfaction level achieved by employees for the built-in mechanism provided by organization for recognizing and rewarding better performance.

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	18	8.4	41	16.1	59	12.6
Dissatisfied	127	59.1	161	63.1	288	61.3
Not Certain	10	4.7	11	4.3	21	4.5
Satisfied	44	20.4	39	15.3	83	17.6
Extremely Satisfied	16	7.4	3	1.2	19	4.0
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

As the table 5.2.4(vi) shows only 21.6 per cent employees of public and private sectors have got satisfaction in their respective organizations with regard to the inbuilt mechanism for recognizing and rewarding the employees. Of the total respondents, 73.9 per cent stated that they are not satisfied with the matter. Hence it can be concluded that as regards the built-in mechanism for recognizing and rewarding the employees for better performance, organizations do not pay much care.



Series1= Public sector; Series2= Private sector

Figure 5.2.4.(a) Esteem Needs : Satisfaction level

On the basis of the analysis of esteem needs satisfaction, it is surmised that satisfaction of public sector non-managerial employees is more than that of the private sector employees in all factors contributing to esteem needs except in the case of providing opportunities for attainment of pride in work.

Multiple regression analysis of Esteem needs satisfaction

The personal characteristics of non-managerial employees, namely, age, education, length of service and salary are taken as explanatory variables for explaining the different levels of need satisfaction. In order to analyse how these different factors are related to Esteem Needs Satisfaction, a multiple regression analysis of the Esteem Needs Satisfaction and the personal characteristics is done. The normalised index of Esteem Needs Satisfaction of public sector and private sector, taken together, is regressed with the independent variables- Age, Education, Length of service and Salary , which is shown in Table 5.2.4.(vii).

Table 5.2.4.(vii)

Multiple Regression Analysis of Esteem Needs Satisfaction

Variables	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
Age	8.96E-03	0.01	0.05	0.878	0.38
Education	4.44E-02	0.007	0.296	6.245	0.000
Length of service	6.31E-04	0.009	0.004	0.069	0.945
Salary	2.20E-02	0.003	0.304	6.614	0.000

Dependent Variable: normalised index of Esteem Needs Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.508	0.258	0.252	0.11339

Predictors: age, education, length of service, salary

When the lower level needs of employees are reasonably satisfied, they will go in for the satisfaction of higher order needs. Naturally after the gratification of social needs, then comes the ego needs.

From the Table 5.2.4.(vii), it is observed that all the four variables examined are positively related with the esteem needs satisfaction. Out of the four variables tested, the relation of education and salary is statistically significant. It implies that employees having higher educational qualifications and higher salary are having relatively higher levels of esteem needs satisfaction. As esteem needs

are concerned with the factors like recognition, self initiative, pride, career advancement etc, it can be inferred that employees having higher educational qualifications get relatively more opportunities for the fulfillment of esteem needs.

The R square value shows that 25.8 per cent variations in Esteem need satisfaction is explained by the variation in the four explanatory variables

Testing of Hypothesis:

The test statistics ‘Z’ is used to test the validity of the hypothesis that *the level of satisfaction of non-managerial employees of public sector is greater than that of private sector employees with respect to esteem needs satisfaction based on the normalized index of esteem needs.*

Table 5.2.4.(viii)

Normalised index of Esteem Needs

Need	Public		Private	
	Mean	SD	Mean	SD
Esteem	0.39	0.05	0.31	0.04

Source: Survey Data

Table 5.2.4.(ix)

Z test – Esteem Needs

							Z Value	
Mean of Sample 1 (Public)	Mean of Sample 2 (Private)	SD of Sample 1	SD of Sample 2	Size of Sample 1	Size of Sample 2	S.E	Computed Value	Table Value
0.39	0.31	0.05	0.04	215	255	0.004219	18.96	1.645

Level of significance : .05

Since the computed value of Z is 18.96 which is more than the table value of 1.645, the null hypothesis is rejected and alternate hypothesis is accepted. Hence the level of satisfaction of non-managerial employees of public sector is significantly greater than that of private sector employees with respect to esteem needs satisfaction.

5.2.5 Self actualisation needs

The six factors identified to evaluate the level of satisfaction of Self-actualisation Needs are:

- Opportunities in offering themselves the best
- Getting opportunities for self development

- Chances of fulfilling employees' dreams.
- Commitment of the organization to utilise employees' maximum potential.
- Attaining opportunities for self fulfillment.
- The influence of ownership pattern of the organisation.

The responses of employees to the above variables are analysed and detailed below:

5.2.5.(i) Satisfaction level of employees in offering themselves the best in everything they do.

Table 5.2.5.(i)

Satisfaction score of employees in offering themselves
the best in everything they do

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	41	19.1	58	22.8	99	21
Dissatisfied	135	62.8	100	39.2	235	50
Not Certain	8	3.7	21	8.2	29	6.2
Satisfied	24	11.2	55	21.6	79	16.8
Extremely Satisfied	7	3.2	21	8.2	28	6
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

Table 5.2.5.(i) shows the responses of the respondents in assessing the level of satisfaction in their respective organisations with regard to self actualisation needs. Only 22.8 % employees were found to be satisfied with regard to offering of their best in the job.

When 14.4 % were recorded their satisfaction level in public sector organisations, it is 29.8 % in private sector. This may be because of the lack of suitable environment to offer their best in job or may be due to the lack of freedom allowed by the management.

5.2.5.(ii) Satisfaction level of employees in getting self development opportunities.

The survey data shown in table 5.2.5.(ii) depicts that the opportunities for development in organisations is very limited. A very low percentage of 7.9 and 6.7 is recorded by employees of public sector and private sector respectively in deriving satisfaction with regard to the opportunities for development available in organisations. Hence it is implied that the gratification of self actualisation needs of employees of both sectors are very low and organisations should give more room for development of non-managerial personnel.

Table 5.2.5.(ii)

Satisfaction level of employees in getting opportunities for self development

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	76	35.3	57	22.3	133	28.3
Dissatisfied	116	54	176	69	292	62.1
Not Certain	6	2.8	5	2	11	2.3
Satisfied	12	5.6	17	6.7	29	6.2
Extremely Satisfied	5	2.3	-	-	5	1.1
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

5.2.5.(iii) Satisfaction level of employees in accomplishing dreams during the tenure of employment

Employees were asked how much of their life dreams have been met through their employment in the organization after a long spell of service. The satisfaction score is shown in Table 5.2.5.(iii)

Table 5.2.5.(iii)

Satisfaction level of employees is fulfilling their dreams.

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	7	3.1	34	13.7	41	8.7
Dissatisfied	95	44.2	145	56.9	240	51.2
Not Certain	21	9.8	13	5.1	34	7.2
Satisfied	75	34.9	61	24	136	29
Extremely Satisfied	17	8.0	2	0.3	18	3.9
Total	215	100.0	255	100.0	469	100.0

Source: Survey Data

Table 5.2.5.(iii) shows that 42.9 per cent of public sector employees and 24.3 per cent of private sector employees have realised their dreams. Out of the total employees, 32.9 per cent expressed that they are satisfied in fulfilling their dreams after a spell of service in organisations. 59.9 per cent employees are not capable of fulfilling their dreams even after long years of service. This shows that there is difference in the level of satisfaction attained by public sector and private sector employees. The gratification derived by employees of public sector in fulfilling their dreams is higher than that of employees in private sector.

5.2.5.(iv) Satisfaction level of employees in respect of the commitment of the organization to achieve their maximum potential.

Table 5.2.5.(iv)

Satisfaction score of employees in respect of the commitment of the organization to achieve their maximum potential.

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	19	8.8	32	12.5	51	10.9
Dissatisfied	97	45.2	183	71.8	280	59.6
Not Certain	31	14.4	17	6.7	48	10.1
Satisfied	54	25.1	23	9	77	16.4
Extremely Satisfied	14	6.5	-	-	14	3
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

Responses were elicited from the respondents and presented in Table 5.2.5.(iv). It is found that 70.5 per cent employees were dissatisfied with respect to the commitment on the part of organisations to get the potential of their employees. Only 19.4 per cent employees were found to be in the satisfied group. Hence it implies that organisations are not taking any initiative or organisations

are lacking commitment to get maximum potential of their employees. In this case also public enterprises perform fairly better than private enterprises. The level of employee satisfaction is 31.6 per cent in public sector, whereas it is only 9 per cent in private sector.

5.2.5.(v) Satisfaction level of employees in attaining opportunities for self fulfillment.

Table 5.2.5.(v) narrates the level of satisfaction of respondents in the attainment of opportunities for their self-fulfillment contributing to self worth.

Table 5.2.5.(v)

Satisfaction level of employees in attaining opportunities for self fulfillment.

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	21	9.9	33	12.9	54	11.5
Dissatisfied	106	49.3	189	74.2	295	62.8
Not Certain	19	8.8	21	8.2	40	8.5
Satisfied	61	28.3	12	4.7	73	15.5
Extremely Satisfied	8	3.7	-	-	8	1.7
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

The satisfaction level of respondents exhibited in Table 5.2.5.(v) shows the extent to which organisations provide opportunities for self fulfillment. It is seen that only 17.2 per cent employees have reached the satisfaction level, whereas 74.3 per cent are seen dissatisfied. Here also the figures show that public sector employees are much satisfied lot (32 per cent) than private sector employees (4.7 per cent).

5.2.5.(vi) Satisfaction level of employees towards the ownership pattern (Public or private) in fulfilling the self growth of employees.

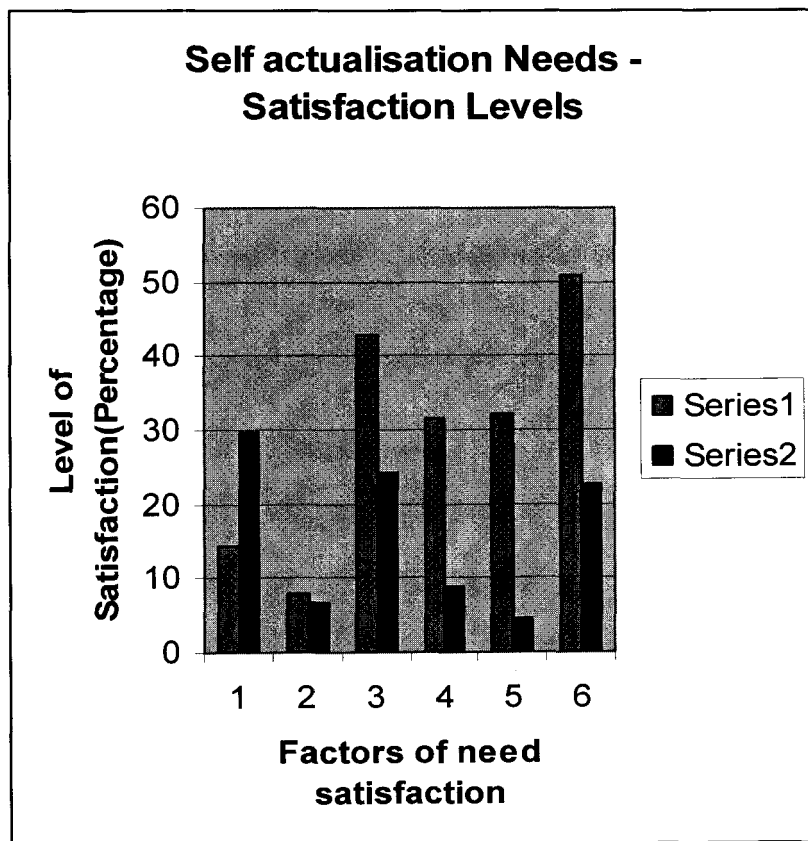
Table 5.2.5.(vi)

Satisfaction level of employees towards the ownership pattern (Public or private) in fulfilling the self growth of employees.

Level of Satisfaction	Ownership				Total	
	Public Sector		Private Sector			
	Nos.	Per cent	Nos.	Per cent	Nos.	Per cent
Extremely Dissatisfied	19	8.8	39	15.3	58	12.3
Dissatisfied	81	37.7	97	38	178	37.8
Not Certain	6	2.8	61	24	67	14.3
Satisfied	102	47.4	52	20.4	154	32.8
Extremely Satisfied	7	3.3	6	2.3	13	2.8
Total	215	100.0	255	100.0	470	100.0

Source: Survey Data

Table 5.2.5.(vi) shows that 50.7 per cent employees of public sector expressed satisfaction for being employed in public sector organisations. They feel that their employment in the public sector contributes to their self growth. But only 22.7 per cent of the respondents from the private sector show that there are chances of self growth on being employed in private sector. It shows that the self growth of employees of public sector is much better than the employees in private sector.



Series1= Public sector; Series2= Private sector

Figure 5.2.5.(a) Self - actualisation Needs : Satisfaction level

The analysis of self actualization needs shown above highlights that the extent of satisfaction derived by non-managerial employees of public sector organizations in all the factors contributing to self-actualisation needs is significantly high except in the factor of getting opportunities for offering themselves their best.

Multiple regression analysis of Self actualisation needs satisfaction

The personal characteristics of non-managerial employees, namely, age, education, length of service and salary are taken as explanatory variables for explaining the different levels of need satisfaction. In order to analyse how these different factors are related to Self-actualisation needs satisfaction, a multiple regression analysis of the Self actualisation needs satisfaction and the personal characteristics is done. The normalised index of Self actualisation needs satisfaction of public sector and private sector, taken together, is regressed with the independent variables- Age, Education, Length of service and Salary , which is shown in Table 5.2.5.(vii).

Table 5.2.5.(vii).

Multiple Regression Analysis of Self Actualisation Needs Satisfaction

Variables	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
Age	3.29E-02	0.016	0.117	2.005	0.046
Education	7.95E-02	0.011	0.335	6.958	0
Length of service	-1.36E-02	0.015	-0.053	-0.926	0.355
Salary	2.71E-02	0.005	0.237	5.059	0

Dependent Variable: normalised index of Self Actualisation Needs Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.484	0.234	0.227	0.18218

Predictors: age, education, length of service, salary

Table 5.2.5.(vii) presents multiple regression analysis of Self Actualisation Needs Satisfaction with the four explanatory variables Age, Education, Length of service and Salary. It can be seen from the table that the three variables Age, Education and Salary are positively related and Length of service shows a negative relation with the self actualisation need satisfaction. The relation of 'education' and 'salary' with the Self Actualisation Needs of employees is statistically

significant. They emerged as the predictors of Self actualisation needs. It means that employees with higher educational qualifications are getting relatively more chances for self development and for the accomplishment of their expectations. As this study is related to the non managerial employees, their magnitude of self actualisation may be confined to a relatively higher placement where the employees are getting more autonomy in job performance. Hence the emergence of salary as a predictor of Self actualisation need is also explained.

The value of R square is 0.234 which means that 23.4 per cent of variation in self actualisation needs satisfaction is accounted by variation in the explanatory variables.

Testing of Hypothesis:

The hypothesis, *the level of satisfaction of non-managerial employees of public sector is greater than that of private sector employees with respect to Self-actualization needs satisfaction* based on the normalized index of Self-actualisation needs.

Table 5.2.5.(viii)

Normalised index of Self-actualisation needs

Need	Public		Private	
	Mean	SD	Mean	SD
Self Actualisation	0.27	0.04	0.22	0.03

Source: Survey Data

Table 5.2.5.(ix)

Z test – Self actualization Needs

							Z Value	
Mean of Sample 1 (Public)	Mean of Sample 2 (Private)	SD of Sample 1	SD of Sample 2	Size of Sample 1	Size of Sample 2	S.E	Computed Value	Table Value
0.27	0.22	0.04	0.03	215	255	0.0033015	15.14	1.645

Level of significance : .05

Since the computed value of 'Z' is 15.14 which is more than the table value of 1.645, the null hypothesis is rejected and alternate hypothesis is accepted. Hence the level of satisfaction of non-managerial employees of public sector is significantly greater than that of private sector employees with respect to Self-actualisation needs satisfaction.

5.2.6 Multiple Regression Analysis of Aggregate Needs Satisfaction.

Table 5.2.6.(i) presents Multiple Regression Analysis of the normalised index of the aggregate need satisfaction of public and private sector non managerial employees taken together with the explanatory variables of Age, Education, Length of service and Salary. The table indicates that age, education and salary are positively related and the length of service is negatively related with the aggregate needs satisfaction score. The length of service with a Beta score of -0.015 is statistically not significant.

Table 5.2.6.(i)

Multiple Regression Analysis of Aggregate Needs Satisfaction

Variables	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
Age	2.28E-02	0.013	0.089	1.75	0.081
Education	4.71E-02	0.009	0.218	5.185	0
Length of service	-1.50E-02	0.012	-0.064	-1.286	0.199
Salary	5.41E-02	0.004	0.519	12.708	0

Dependent Variable: normalised index of Aggregate Needs Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.645	0.416	0.411	0.14485

Predictors: age, education, length of service, salary

The relation of the explanatory variables Education and Salary is highly significant at 1 per cent level. It implies that relatively more educated employees and those who are drawing comparatively more salaries are found to be more satisfied. It means that increase in the monetary emoluments of employees make them more satisfied in the fulfillment of their needs. Similarly employees with relatively higher educational qualifications may be getting higher placements in their work atmosphere which provides them opportunities for satisfaction of higher order needs besides their basic needs.

Part III

ANALYSIS OF NEED SATISFACTION OF PUBLIC AND PRIVATE SECTOR NON-MANAGERIAL EMPLOYEES BASED ON THE FOUR FACTORS INFLUENCING NEED SATISFACTION

5.3.1 This part presents the regression analysis of the normalised indices of various levels of needs satisfaction of public and private sectors independently, in order to make a comparative analysis. This is done to bring out the difference in the satisfaction levels of employees of public sector and private sector and to know in which type of organizations the employees feel comparatively higher levels of need satisfaction based on the four prominent factors - Age, Education, Length of service and Salary.

Table 5.3.1(i)

Multiple Regression Analysis of Basic Needs Satisfaction of Public Sector Employees

Variables	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
Age	5.06E-02	0.024	0.202	2.08	0.039
Education	3.62E-02	0.015	0.173	2.471	0.014
Length of service	6.29E-03	0.026	0.023	0.244	0.807
Salary	2.71E-02	0.005	0.237	5.059	0

Dependent Variable: normalised index of Basic Needs Satisfaction - Public

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.484	0.234	0.227	0.18218

Predictors: age, education, length of service, salary

From the table it is observed that all the four variables - Age, Education, Length of service and Salary are positively correlated with the Basic need satisfaction. On testing the significance of relations it is seen that Salary and Education are statistically significant. It implies that salary is a determinant of Basic Needs Satisfaction. Increase in salary is a factor explaining the increase in Basic Needs Satisfaction.

The R square of 0.234 indicates that 23.4 per cent of variation in Basic Needs Satisfaction is explained by the explanatory variables Age, Education, Length of service and Salary.

Table 5.3.1(ii) gives the regression analysis of the satisfaction score of non managerial employees of private sector with regard to basic needs satisfaction. Out of the four explanatory variables Age, Education, Length of service and Salary, it is seen that salary is positively correlated and the other three factors of Age, Education and Length of service are negatively correlated. The relation of Basic Needs Satisfaction with salary is statistically significant.

Table 5.3.1(ii)

Multiple Regression Analysis of Basic Needs Satisfaction of Private Sector
Employees

Variables	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
Age	-7.81E-03	0.015	-0.031	-0.522	0.602
Education	-2.91E-03	0.013	-0.011	-0.228	0.82
Length of service	-3.39E-02	0.012	-0.156	-2.75	0.006
Salary	8.16E-02	0.005	0.771	18.026	0

Dependent Variable: normalised index of Basic Needs Satisfaction - Private

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.774	0.599	0.593	0.13154

Predictors: age, education, length of service, salary

As found in public sector undertakings, in private sector also higher salary is related to higher levels of Basic Needs Satisfaction.

The negative relationship of length of service with Basic need satisfaction is also significant. It implies that employees having more service are found to be comparatively less satisfied in the gratification of Basic needs.

The multiple R Square shows a value of 0.599 which means that 59.9 per cent of the variation in the Basic Needs Satisfaction is explained by the four explanatory variables of Age, Education, Length of service and Salary.

Table 5.3.1(iii)

Multiple Regression Analysis of Security Needs Satisfaction of Public Sector Employees

Variables	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
Age	0.129	0.031	0.382	4.199	0
Education	8.18E-02	0.019	0.289	4.422	0
Length of service	-1.99E-02	0.033	-0.054	-0.612	0.541
Salary	3.76E-02	0.03	0.082	1.272	0.205

Dependent Variable: normalised index of Security Needs Satisfaction - Public

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.422	0.178	0.163	0.1948

Predictors: age, education, length of service, salary

Table 5.3.1.(iii) presents Multiple Regression Analysis of the normalised index of the Security Needs Satisfaction of Public Sector Employees with the explanatory variables of Age, Education, Length of service and Salary. Age, Education and Salary are positively related and Length of service is negatively related with Security Needs Satisfaction of Public Sector Employees. Age and Education have emerged as the predictors of Security Needs Satisfaction as their relation is statistically significant. It implies that comparatively more aged persons and those having higher levels of education are appeared to be having higher levels of Security Needs Satisfaction.

The R square shows that 17.8 percent variation in Security needs satisfaction is due to the variation in the four explanatory variables examined.

Table 5.3.1(iv)

Multiple Regression Analysis of Security Needs Satisfaction of Private Sector
Employees

Variables	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
Age	-2.61E-02	0.019	-0.083	-1.365	0.173
Education	-2.02E-02	0.016	-0.06	-1.236	0.217
Length of service	-3.39E-02	0.016	-0.126	-2.15	0.032
Salary	0.101	0.006	0.769	17.506	0

Dependent Variable: normalised index of Security Needs Satisfaction – Private

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.76	0.577	0.57	0.1683

Predictors: age, education, length of service, salary

Table 5.3.1.(iv) shows the determinants of security needs satisfaction of the employees of private sector. The regression results reveal that among the factors Age, Education and Length service have negative relationship with security need satisfaction in private sector. It implies that security need satisfaction of workers in private sector declines as their age, education and length of service increase. At the same time salary has a positive influence on security needs.

Among the explanatory variables considered in the model, the length of service and salary are statistically very significant. It means that the changes in length of service and salary create a greater impact on security needs satisfaction of workers in private sector compared to other factors. As salary is positively related, it indicates that the security needs satisfaction of workers increases along with an increase in salary. It again implies that higher salary in private sector gives a greater weight to security needs satisfaction. The next predictor of Security needs satisfaction is Length of Service. As it negatively related, it indicates that employees with longer service are found to be having lesser security needs satisfaction.

The value of R square for the present model is 0.58. It implies that about 58 per cent of variations are explained by the explanatory variables in the model

Table 5.3.1.(v)

Multiple Regression Analysis of Social Needs Satisfaction of Public Sector Employees

Variables	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
Age	9.66E-02	0.029	0.303	3.304	0.001
Education	4.11E-02	0.018	0.154	2.338	0.020
Length of service	5.47E-03	0.031	0.016	0.177	0.860
Salary	8.18E-02	0.028	0.189	2.917	0.004

Dependent Variable: normalised index of Social Needs Satisfaction - Public

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.406	0.165	0.149	0.18519

Predictors: age, education, length of service, salary

Table 5.3.1.(v) shows the determinants of social needs satisfaction of the employees of public sector. The table indicates that all the four variables examined show a positive relationship with the social need satisfaction of public sector employees. It implies that an increase in all the four factors is associated with increase in social need satisfaction.

From the explanatory variables considered in the model, age, education and salary are statistically very significant. It means that the change in age, education and salary create a greater impact on social needs satisfaction of workers in public sector compared to length of service.

The value of R square in the present model is 0.165, which means that about 16.5 percent of variations are contributed by the explanatory variables in the model.

Normalised index of Social need satisfaction of private employees are regressed with the four variables of Age, Education, Length of service and Salary in Table 5.3.1.(vi).

Table 5.3.1.(vi)

Multiple Regression Analysis of Social Needs Satisfaction of Private Sector Employees

Variables	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
Age	-4.52E-02	0.02	-0.201	-2.318	0.021
Education	-8.44E-03	0.017	-0.035	-0.506	0.613
Length of service	4.49E-03	0.016	0.023	0.279	0.780
Salary	3.20E-02	0.006	0.34	5.418	0.000

Dependent Variable: normalised index of Social Needs Satisfaction - Private

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.371	0.137	0.123	0.17158

Predictors: age, education, length of service, salary

It is observed that out of the four variables examined, Age and Education are negatively correlated and Length of service and Salary are positively correlated.

Out of the four variables examined, it can be seen that salary and age are statistically significant. Increase in age is having a negative impact in the social need satisfaction. It implies that along with the increase in age, employees appear to be less satisfied. But increase in salary has a positive impact on gratification of social needs.

The value of R square shows that 13.7 percent of variation is explained by the four explanatory variables.

Table 5.3.1.(vii)

Multiple Regression Analysis of Esteem Needs Satisfaction of Public Sector Employees

Variables	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
Age	-4.52E-03	0.015	-0.027	-0.305	0.761
Education	2.34E-02	0.009	0.164	2.624	0.009
Length of service	1.12E-02	0.016	0.061	0.717	0.474
Salary	0.102	0.014	0.442	7.174	0.000

Dependent Variable: normalised index of Esteem Needs Satisfaction – Public sector

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.493	0.243	0.229	0.09381

Predictors: age, education, length of service, salary

Table 5.3.1.(vii) presents regression Analysis of Esteem Needs Satisfaction of Public Sector Employees. Out of the four independent variables tested, it is evident that education, length of service and salary are having a positive influence on the esteem need satisfaction of public sector employees. Age is negatively correlated.

From the four factors examined, it is seen that salary and education are statistically significant at 1 per cent level of significance. It implies that employees of public sector having higher salaries and higher education levels are having more esteem needs satisfaction.

The value of R square shows that 24.3 per cent variations are explained by the explanatory variables.

Table 5.3.1.(viii)

**Multiple Regression Analysis of Esteem Needs Satisfaction of Private Sector
Employees**

Variables	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
Age	-1.41E-02	0.012	-0.109	-1.189	0.236
Education	1.24E-02	0.01	0.09	1.22	0.224
Length of service	1.26E-03	0.01	0.011	0.128	0.898
Salary	4.90E-03	0.004	0.09	1.36	0.175

Dependent Variable: normalised index of Esteem Needs Satisfaction - Private

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.197	0.039	0.023	0.10467

Predictors: age, education, length of service, salary

Table 5.3.1.(viii) gives regression analysis of the normalised index of esteem needs satisfaction of private sector employees with the four variables of Age, Education, Length of service and salary. Out of the factors examined education, length of service and salary show a positive relationship with esteem needs satisfaction and age shows a negative relationship. But on examining the level of significance of the relationship, it can be seen from the table that the relationships are not statistically significant.

The value of R square 0.039 shows that only 3.9 per cent variation in the esteem needs satisfaction is explained by the explanatory variables tested.

Table 5.3.1.(ix)

Multiple Regression Analysis of Self Actualisation Needs Satisfaction of Public Sector Employees

Variables	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
Age	6.35E-02	0.026	0.23	2.398	0.017
Education	4.84E-02	0.016	0.209	3.039	0.003
Length of service	-2.63E-03	0.028	-0.009	-0.094	0.925
Salary	2.58E-02	0.025	0.069	1.016	0.311

Dependent Variable: normalised index of Self Actualisation Needs Satisfaction – Public sector

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.294	0.086	0.069	0.1677

Predictors: age, education, length of service, salary

The regression analysis of the index of self actualisation needs satisfaction of public sector employees is presented in the Table 5.3.1.(ix). On

examining the table it is found that age, education and salary are positively related to the index of self actualisation needs and length of service is negatively related.

Out of the variables examined, age with a Beta score of 0.06 and education with a Beta score of 0.05 are statistically significant at 1 per cent level. It implies that with the increase in age and education, there is corresponding increase in the self actualisation need satisfaction. But salary is appeared to be not significant. Hence it can be inferred that in satisfying the self actualisation needs of employees of public sector undertakings salary has no significant role.

The value of R square is found to be 0.086, which means that 8.6 per cent of variance in self actualisation need satisfaction is explained by the above four factors.

The normalised index of Self Actualisation Needs Satisfaction of Private Sector Employees has been regressed with the variables Age, Education, Length of Service and Salary. From the Table 5.3.1.(x) it is seen that the variables age, length of service and salary have a negative relation and education has a positive relation with the self actualisation needs.

Table 5.3.1.(x)

Multiple Regression Analysis of Self Actualisation Needs Satisfaction of Private Sector Employees

Variables	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
Age	-3.73E-02	0.016	-0.213	-2.347	0.02
Education	4.50E-03	0.014	0.024	0.331	0.741
Length of service	-5.61E-03	0.013	-0.037	-0.429	0.669
Salary	-3.50E-04	0.005	-0.005	-0.073	0.942

Dependent Variable: normalised index of Self Actualisation Needs Satisfaction - Private

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.252	0.063	0.048	0.13991

Predictors: age, education, length of service, salary

Out of the four explanatory variables examined only ‘age’ is statistically significant in explaining Self-Actualisation Needs Satisfaction. Age has an inverse relationship with the need satisfaction. It implies that when age increases, the Self-actualisation need satisfaction level of employees decreases. This may be due to the fact that when employees are getting aged, they will have higher aspirations for self actualisation, which is far more than what they experience in their work atmosphere.

The value of R square is 0.063 which means that 6.3 per cent variance in the satisfaction score is attributed to the variance in the explanatory variables examined.

On a comparative analysis of self actualisation needs of public sector and private sector employees based on multiple regression analysis, it is found that education and age are the two important predictors influencing the self actualisation needs of public sector employees whereas no factor such as age, education, length of service and salary contributes to self actualisation needs of private sector employees. The gratification level of employees of private sector is too low when compared to public sector with regard to self actualisation needs.

5.3.2 Multiple Regression Analysis of Aggregate Needs Satisfaction of Public Sector and Private Sector Employees

A comparative analysis of aggregate needs satisfaction of public sector and private sector employees is made taking the prominent variables - Age, Education, Length of Service and Salary as predictors so as to ascertain which factor is more influencing the need satisfaction of employees.

5.3.2.(i) Multiple Regression Analysis of Aggregate Needs Satisfaction of Public Sector Employees

Table 5.3.2.(i) gives regression analysis of the normalised index of Aggregate Need Satisfaction of public sector employees with the explanatory variables Age, Education, Length of service and Salary. On examining the relationship it can be seen from the table that all the four factors are having a positive relationship with the dependent variable.

Table 5.3.2.(i)

Multiple Regression Analysis of Aggregate Needs Satisfaction of Public Sector Employees

Variables	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
Age	6.87E-02	0.023	0.268	2.928	0.004
Education	5.16E-02	0.014	0.241	3.658	0.000
Length of service	2.57E-03	0.025	0.009	0.103	0.918
Salary	6.32E-02	0.023	0.182	2.808	0.005

Dependent Variable: normalised index of Aggregate Needs Satisfaction - Public

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.406	0.165	0.149	0.1486

Predictors: age, education, length of service, salary

From the four explanatory variables tested in this model, the relationship of the three factors of Age, Education and Salary is statistically very significant. It implies that a change in these three explanatory variables results in a similar change in the aggregate need satisfaction score. It means that public sector employees of relatively higher age are more satisfied in their work atmosphere and employees with higher education status also express similar trend. The monetary factor 'salary' also contributes to the aggregate need satisfaction of employees. Higher salary is associated with higher levels of needs satisfaction of public sector employees.

The value of R square is 0.165, which means that 16.5 per cent variance in the aggregate need satisfaction can be explained by variations in explanatory variables.

Table 5.3.2.(ii) Multiple Regression Analysis of Aggregate Needs Satisfaction of Private Sector Employees

Table 5.3.2.(ii) gives regression analysis of the normalised index of Aggregate Need Satisfaction of private sector employees with the explanatory variables Age, Education, Length of service and Salary.

Table 5.3.2.(ii)

Multiple Regression Analysis of Aggregate Needs Satisfaction of Private Sector Employees

Variables	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
Age	-2.97E-02	0.014	-0.154	-2.069	0.04
Education	-6.60E-04	0.012	-0.003	-0.054	0.957
Length of service	-1.42E-02	0.012	-0.086	-1.203	0.23
Salary	4.67E-02	0.004	0.577	10.756	0

Dependent Variable: normalised index of Aggregate Needs Satisfaction - Private

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.608	0.369	0.359	0.12618

Predictors: age, education, length of service, salary

From the analysis it is observed that salary is the only variable which shows a positive relationship and the other three variables are having negative relationship with aggregate need satisfaction of employees of private sector.

Out of the four explanatory variables tested in this model the relationship of the variables Salary and Age are statistically significant. As salary is positively related, it implies that increase in salary results in a corresponding increase in the aggregate need satisfaction. This can be an indicator of the prevailing state of affairs of the private sector employees. It can be inferred that

the private sector employees' higher aspirations for salary are not yet fully satisfied since it remains as a predominant factor for need saturation. The negative relationship of age is also statistically significant. It implies that private sector employees, comparatively more aged, maintain relatively low levels of Needs satisfaction.

The two findings, Salary and Age are the predictors of Aggregate Need Satisfaction of private sector organisations, are indicators in the same direction.

The R square of 0.369 indicates that 36.9 per cent variance in the aggregate need satisfaction of private sector employees is explained by the variations in explanatory variables.

Testing of hypothesis

The hypothesis, *the level of overall satisfaction among the non-managerial employees of public sector is greater than that of private sector undertakings* is tested for significance using Statistical tool 'Z' test based on normalized index of over all needs satisfaction.

Table 5.3.2 (iii)

Normalised index of aggregate needs

Need	Public		Private	
	Mean	SD	Mean	SD
Aggregate	0.524	0.134	0.422	0.144

Source: Survey Data

Table 5.3.2.(iv).

Z test – Aggregate Needs

							Z Value	
Mean of Sample 1 (Public)	Mean of Sample 2 (Private)	SD of Sample 1	SD of Sample 2	Size of Sample 1	Size of Sample 2	S.E	Computed Value	Table Value
0.524	0.422	0.134	0.144	215	255	0.012838	7.944	1.645

Level of significance : .05

Since the computed value of Z is 7.944 which is more than the table value of 1.645, the null hypothesis is rejected and the alternate hypothesis is accepted. Hence the level of overall satisfaction among the non-managerial employees of public sector is significantly greater than that of private sector undertakings.

**MASLOW'S THEORY OF MOTIVATION -
ITS RELEVANCE AND APPLICATION AMONG
NON-MANAGERIAL EMPLOYEES OF SELECTED
PUBLIC AND PRIVATE SECTOR UNDERTAKINGS IN
KERALA**

THESIS

SUBMITTED TO THE UNIVERSITY OF CALICUT FOR THE AWARD OF THE
DEGREE OF DOCTOR OF PHILOSOPHY IN COMMERCE

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Chapter 6

SUMMARY, FINDINGS, CONCLUSIONS AND SUGGESTIONS

6.1 SUMMARY

Human resource represents the most vital and dynamic input in any business organisation and the effectiveness of utilization of this resource depends on the extent to which the organisation has in-built mechanism to sustain and promote motivation. Motivation is a catalyst which when coupled with ability can elicit the best out of an employee. It can engender an inner drive to excel oneself and gives a positive direction to the individual actions. Aggregate of goal oriented and coordinated individual actions result in the attainment of organizational objectives. Any venture bereft of motivated people is not likely to bear fruits.

Management should ensure contented labour force to meet any organizational target. They should strive to create a conducive environment to further employee performance. There are a number of variables which contributes to performance of employee which may be broadly divided into two categories, namely, those qualities which are innate in the employee such as his/her educational background, age, perception etc., and those which are imbibed in the worker by the working environment of the organisation. Management should motivate the employees and recognize their individual initiatives. They should know what motivates an employee, what they aspire from the work and why they behave as they do. Achievement of a satisfied labour force is possible only through the gratification of his/her needs. In an era of globalization and liberalization, characterized by cut throat competition, where the rule is 'survival of the fittest', motivation is emerging as a very powerful management technique to achieve survival and ensure growth.

It is an accepted fact that though the public sector and private sector co-exist and contribute to the economic development, the working environment in both type of organisation is quite different. This difference is bound to affect the perceptions and the attitudes of the employees. A comparative analysis of motivation of both these sectors is likely to illuminate the concept of motivation and highlight its nuances.

Another aspect pertaining to motivation is the position in the organizational hierarchy which is occupied by the worker. Motivating factors of managerial employees is quite different from the motivating factors of non-managerial employees. It is quite probable that non-managerial employees being large in number and faced by constraints, deserve special attention from top management. Therefore, the study is confined to the motivation of non-managerial employees of public and private sector undertakings based on Maslow's theory of motivation.

The main objective of the study is to bring about the relevance of Maslow's motivation theory and its application among non - managerial employees of public sector and private sector undertakings in general and a comparative analysis of satisfaction level of non- managerial employees of public sector and private sector in particular.

To achieve the above objective, the specific objectives set are:

1. To make a theoretical analysis of motivation
2. To analyze the hierarchy of needs set by Maslow according to its order of prepotency.

3. To study the relevance of the application of Maslow model among the non - managerial employees of public and private sector undertakings of Kerala.
4. To ascertain the level of satisfaction of non - managerial employees of public and private sector undertakings of Kerala based on Maslow model.
5. To make a comparative study to find the difference, if any, in the level of satisfaction among non - managerial employees of public sector and private sector undertakings based on Maslow model.
6. To draw inferences based on the analysis and give appropriate suggestions.

Based on the above objectives, the following hypotheses have been formulated for the study:

1. The level of satisfaction of non-managerial employees of public sector is greater than that of private sector employees with respect to:
 - a) Basic Needs satisfaction
 - b) Security Needs satisfaction
 - c) Social Needs satisfaction
 - d) Esteem Needs satisfaction
 - e) Self-actualization Needs satisfaction

2. The level of overall satisfaction among the non-managerial employees of public sector is greater than that of private sector undertakings.
3. Job security of non-managerial employees in public sector is more than that of private sector undertakings.

The scope of the study is limited to the non-managerial employees of selected public sector and private sector undertakings.

6.2 Methodology

The study is designed as an empirical one using primary and secondary data. For the purpose of the study, three public sector undertakings and three private sector undertakings were selected on random basis. The public sector undertakings are Hindustan Latex Ltd., Thiruvananthapuram, HMT – Machine Tools Ltd., Kalamassery and Travancore Cements Ltd., Kottayam and the private sector undertakings are Kottakkal Arya Vaidyasala, Kottakkal, Padhoor Plantations, Kalpetta and Commonwealth Trust Ltd., Calicut.

From the organizations so selected, 470 employees – 215 from the public undertakings and 255 from the private undertakings were selected so as to make a proportionate sample size by applying random sample method.

For the collection of primary data a questionnaire was used. Codified / uncodified questions were asked, depending on the nature of information to be elicited. In the codified segment, employees were asked to choose one of the five possible answers to each question. Personal interviews were also made for eliciting additional information and the information so collected were incorporated in the study. Direct personal observation was also used as a major tool to assess welfare measures.

Secondary data were collected from the reports, published materials and periodicals of the different undertakings, and from the management journals of India and abroad.

6.2.(i) Analysis of data

The data have been collected, edited, classified and analysed using mathematical and statistical tools such as percentages, averages, normalized index, regression, mean score (Standard deviation), Z test with the help of Statistical Package for Social Sciences (SPSS). All data have been adequately condensed in tabular/ graphical / diagrammatic / or pictorial form to render easy comprehension.

6.3 Scheme of presentation

The study is presented in six chapters. The introductory chapter includes basic concepts of motivation, meaning and definitions, review of literature, need and importance of the study, scope and objectives of the study, the methodology and limitations of the study.

The second chapter gives an overview of different leading theories of motivation.

The third chapter describes Abraham Maslow's Need Hierarchy Theory in detail.

Chapter four gives a narration of the brief account of the organizations selected for the study and the profile of the respondents.

The fifth chapter analyses the need relevance and satisfaction based on Maslow's model as applicable to the non - managerial employees of public sectors and private sectors and does a comparative analysis of the need satisfaction levels of non-managerial employees of public sector and private sector.

The sixth chapter summarises the major findings of the study and offers valid suggestions.

6.4 Review of Literature

Various studies have been made in the context of need based theory developed by Abraham H. Maslow. These include both supportive and non-supportive theories. Some of the major studies which conclude with the support for Maslow's theory were undertaken by behavioral researchers like Porter and Lawler, Porter himself, Bear, Armstrong et al, Bhushan and Kaur, Misra and Jain, Damodar suar, Solanki etc. Their research results support the relevance and applicability of the theory in real life situation and found this model to be a fairly reliable way of measuring priority of needs of people.

On the other hand, non – supportive approaches have also been expressed to the Maslow's theory in various research studies undertaken by behavioral scientists like Mason Haire et al, Hall and Nougaim, Wafford, Lawler and Suttle, Schmitt et al, Wahba and Bridwell, Korman et al, Anantharaman and Balachandran etc. These studies reveal that Maslow's theory has little statistical significance and many people seek the fulfillment of higher order needs even when lower order needs have not yet been gratified.

Both the supportive and non-supportive studies throw light into the relevance as well as the limitation for the application of the theory.

In the midst of claims and counter claims, nothing conclusive has been established in terms of explaining the level of satisfaction of non-managerial employees of both public sector and private sector undertakings with regard to need hierarchy theory. Any comprehensive study linking the comparative satisfaction level of non-managerial employees from both type of organization has not been reported so far.

6.5 Theoretical Background

This empirical study on the relevance and satisfaction level of non-managerial employees of public and private sector undertakings is made on the theoretical background of examining different motivational models, in addition to the basic theory set by Abraham H. Maslow.

Various theories have been associated with motivation – need theories, expectancy theories, reinforcement theory, equity theory etc.

Maslow theory states that individuals have a hierarchy of needs-from the most basic needs to the highest level of self - actualization. Alderfer refined the Maslow's theory into three need categories: Existence, Relatedness and Growth. This theory is known as ERG theory. McClelland and his associates focused on needs similar to the higher order needs set by Maslow. McClelland

identified the three motives: Need for power, Need for achievement and the Need for Affiliation. Among this the need for power tops the other needs. Herzberg and his associates viewed motivation under two sets of factors - job context factors and job content factors in the context of job environment. Herzberg model is useful as an explanation for job satisfaction.

The management of any business organization should have a proper understanding on some philosophies of human nature such as Mc Gregor's Theory X and Theory Y, which exemplifies the positive and negative assumptions about human nature. Argyris' Immaturity - maturity Theory says that people in work organizations will have a tendency to grow from an infant to a matured state. What is required is that the organization should be flexible enough to adjust the growth, which is beneficial both to the workers and the organization.

The expectancy model of Vroom and the extensions and refinements provided by Porter and Lawler help explain the important cognitive variables and how they relate to one another in the complex process of work motivation. Added to this, Porter and Lawler model explains the relationship of various variables in between efforts and satisfaction. In reinforcement theory, human behaviour is explained in terms of the previous positive or negative outcomes of that behaviour. Equity theory assumes that people assess their performance and attitudes by

comparing their contribution to work and the benefits they derive from it to those of a comparable other.

6.6 FINDINGS

Based on the detailed analysis of needs satisfaction factors conducted among the non-managerial employees of selected public and private sector undertakings, within the frame work of Maslow's Need Hierarchy Theory, the findings are summarized below.

6.6.1 Profile of the Non-managerial Employees

Age-wise distribution of the non-managerial employees shows that in public sector only 8.8 per cent comes under the age group between 18 and 35 years when compared to private sector, where it is 25.1 per cent. This may be due to curtailment of new recruitment in public sector undertakings or it may be due to relatively more enrolment in private sector undertakings.

The respondents below SSLC qualification come to 7.4 per cent in public sector and 59.2 per cent in private sector. This shows an increasing trend in absorbing non-managerial staff in the private sector, where as preliminary entry is

restricted in public sector to less qualified. Further it is seen that candidates with higher qualifications are not coming as non-managerial employees.

The analysis of length of service wise distribution of the sample also indicates that the entry to public sector as regards to new employment is restricted than that of private sector.

The salary structure of public sector employees is much more attractive than private sector employees. More than 51 per cent of employees in private sector undertakings find it difficult to earn their livelihood with the meager salary received.

6.6.2 Relevance of the statements administered and Satisfaction level of Employees assessed with respect to various needs

6.6.2 (i) Basic Needs

To the statement “proper pay package should be given to employees who do their jobs well”, 95.8 per cent of the respondents have either agreed or strongly agreed. Whereas 41.4 per cent of the private sector employees are dissatisfied with the pay package received, only 4.6 per cent of employees of public sector are dissatisfied in this respect. This clearly indicates that private sector undertakings

have failed to satisfy one important factor of basic needs, pay package, of about one-half of their employees.

The statement that “adequate remuneration will ensure welfare of the family”, has won acceptance by 89 per cent of employees of both public and private sectors. The satisfaction level of public sector employee is 67.5 per cent and that of private sector employees is 44 per cent in this regard. It obviously shows that remuneration offered by public sector undertakings are better than that of private sector undertakings.

The assertion that individual incentive schemes have greater impact on performance of employees is endorsed by 84.5 per cent of employees. However only less than 50 per cent of employees of both public sector and private sector are satisfied with the individual incentive schemes offered by their respective organisations.

To the statement, “periodical revisions of pay scales are necessary to meet increased cost of living”, a whopping majority of employees either agreed or strongly agreed (97.2 per cent). 63.7 per cent of public sector employees and 41.6 per cent of private sector employees have expressed satisfaction in this regard.

The statement that canteen facilities will promote employee welfare is supported by 94.5 per cent of employees of both public and private sector. The satisfaction expressed by employees of both the sectors is almost the same, namely, public sector 69.7 per cent and private sector 69.4 percent.

The above analysis is re-in forced by the findings of 'Z' test. The hypothesis formulated that non-managerial employees of public sector undertakings are satisfied more in the aspect of Basic Need satisfaction than that of private sector employees is proved by the test statistic 'Z'.

When the normalised index of basic needs satisfaction of employees of public sector and private sector taken together is regressed with the personal characteristics such as age, education, length of service and salary which are taken as independent variables, it is found that age, education and salary are positively related with basic needs satisfaction, while length of service is related negatively. Salary and length of service are statistically significant, the former positively and the latter negatively. It implies that salary is an important component of basic needs; where as length of service has not contributed to basic needs satisfaction.

When multiple regression analysis is conducted independently for public and private sector by considering the same explanatory variables, it is seen that salary

and education are determinants of basic needs satisfaction in public sector. However, salary is the only determinant of basic needs satisfaction as revealed by regression analysis relating to private sector.

6.6.2 (ii) Security Needs

96.9 per cent of both public sector and private sector employees agreed to the statement that job security is primarily a pertinent factor.

However in public sector, only 47.4 per cent are satisfied in this respect and in private sector the percentage of employees who are satisfied with respect to job security is too low (14.5 per cent). Thus there is marked difference between the satisfaction level of public and private sector employees. This lack of satisfaction by the employees of both the sectors may be attributed to the new economic policy adopted by the government since 1991.

The 'Z' test also proved that in the matter of job security, the public sector non-managerial employees are more satisfied than private sector employees.

96.6 per cent of the employees supported their view that they should have proper tools and equipments for their work. But 62.7 per cent in public and 64.7 per cent in private sector are found to be satisfied in this regard.

80.7 per cent of employees of both the sectors supported the statement that organisation's retirement benefits reduces labour turnover. The satisfaction score recorded by public sector and private sector employees is found to be 65.6 per cent and 22.3 per cent respectively. It implies that the retirement benefit offered by public sector is much higher than that of private sector. This may result in reducing labour turnover in public sector.

Majority of employees (32.9 per cent) supported the view that jobs are dependent on organisation's ability to compete effectively. To this, sixty per cent in public sector and forty nine per cent in private sector employees have attained satisfaction.

The statement that management should give a good deal of attention to the physical working conditions of their employees is highly supported by employees of both sectors (91.7 per cent). 49.8 per cent of private sector employees and 62.4 per cent of public sector employees expressed their satisfaction level in the physical working conditions provided by the respective organisations. It can be observed that the physical environment of public undertakings are much better than that of the private undertakings.

In the aspect of providing safety measures by companies it is seen that non-managerial employees of public sector are more satisfied group (76.2 per cent) than employees of private sector undertakings (51 per cent), though, 93.1 per cent employees of both sectors have opined that adequate safety measures are to be provided by companies.

The hypothesis that non-managerial employees of public sector enjoy more satisfaction with respect to safety needs when compared to private sector employees is proved good in the statistical test 'Z'. Coupled with the observations summarized above which clearly depicts the superiority of public sector employees in their safety needs satisfaction, this hypothesis has succeeded in re-affirming the same aspect.

In the safety needs satisfaction, the regression analysis has revealed that, out of the four factors, age, education and salary are positively related and length of service is negatively related when both sectors are taken together. It implies that employees having more education, more service and drawing more salary appears to be getting more security needs satisfaction in their work atmosphere. Length of service does not appear to be a determinant of satisfaction of security needs. The same conclusion is arrived at when regression analysis is conducted

separately for public sector. However, in private sector, salary alone has a positive influence on security needs. Security needs satisfaction of employees in private sector declines as their age, education and length of service increase.

6.6.2.(iii) Social Needs

The statement that quality of relationship in the informal work group proved to be highly relevant aspect of social needs because 91.7 per cent of employees expressed their agreement to it. However, only 51.9 per cent of employees are either satisfied or extremely satisfied in this respect. What is striking is that the satisfaction level felt by employees of both public and private sector is almost the same. (60 per cent and 50 per cent respectively)

To the statement “Management should show more interest by sponsoring social events after work hours”, 87.8 per cent of employees expressed their assent. When satisfaction responses are analyzed it is noted that 31.9 per cent of employees are totally unaware of the role of participation of management in sponsoring of social events after working hours. Only 46 per cent of Public Sector employees and 27.5 per cent of private Sector employees are satisfied in this aspect.

When the statement is presented to the employees pertaining to the role of supervisors in developing friendly atmosphere, almost 95 per cent of employees

agreed. About 62 per cent of employees are satisfied with their supervisors role in developing a friendly atmosphere among their people. Public Sector can boast of a certain majority as the satisfied lot is 71.6 per cent compared to 53.7 per cent of private sector employees.

The statement that “Effective mechanism for grievance redressal contributes towards better interpersonal relationship” met with agreement by 87.9 per cent of employees. When the satisfaction level is analyzed, it is surprised to note that satisfied, dissatisfied and uncertain employees are almost the same with 30 per cent, 37.4 per cent and 32.6 per cent respectively. When it comes to the application of redressal mechanism, it obviously indicates that effective mechanism for redressal of grievances of employees is still wanting in both the sectors in spite of the existence of trade unionism. There is also a need of awareness campaign in this regard.

It is noted that a very high percentage of employees (97.2 per cent) have expressed agreement to the statement that well defined superior subordinate relationship contributes to positive social environment. In the same vein 96.6 per cent of employees have expressed their agreement to the need of co-operation among workers as a relevant factor.

In the satisfaction score of the former statement it is found that 51.1 percent of the total employees of both public and private sector are satisfied with respect to superior subordinate relationship; their individual satisfaction scores being 62.4 per cent and 41.6 per cent respectively. However when it comes to co-operation among workers, 73.2 per cent of total employees are satisfied. The satisfaction score of Public sector is 76.3 per cent and private sector is 70.6 per cent.

In the Social Needs satisfaction it is evident that non-managerial employees of public sector undertakings derive more satisfaction when compared to private sector employees, as substantiated by the 'Z' test conducted to prove this hypothesis formulated in this regard

The regression analysis of social needs satisfaction of public sector and private sector taken together highlights that the variables age, education and salary exhibits a positive relationship and length of service shows a negative relationship with social needs satisfaction. Salary and education are statistically significant and emerged as predictors of social needs satisfaction. But on a separate analysis, it is found that age, education and salary are predominant factors of social needs satisfaction of employees in public sector, where as only salary and length of

service are positive contributors of social needs satisfaction of employees in private sector.

6.6.2.(iv) Esteem Needs

The statement pertaining to the need of individual recognition when employees achieve above standard performance attracted agreement by 97 per cent of employees. The satisfaction level of respondents towards this aspect is quite inadequate. Only 20.2 per cent of employees are satisfied in this regard. 15 per cent of employees in private sector and 26.5 per cent of employees in public sector have recorded satisfaction. It implies that more than 68 per cent of employees are dissatisfied in the matter of getting rewarded for achievement.

To the statement “pride in ones work is actually an important reward”, 90.2 per cent of employees expressed their assent. On the satisfaction side it is noted that 66.2 per cent of employees were not satisfied with respect to this factor. The satisfaction score of employees in public sector is only 23.8 per cent and that of private sector is 25.5 per cent. Majority of employees are not getting satisfaction on this factor of esteem needs.

When the statement that “access to higher level of management is important to employees” was given to the respondents, only 4.6 per cent of employees disagreed. When the satisfaction level is analyzed, it is revealed that 14.9 per cent of employees of public sector and 12.6 per cent employees of private sector only are satisfied. The total satisfaction is also very low (13.7 per cent)

A pertinent statement bearing on Esteem needs, viz; “Employees prefer self-initiative to strict supervision” got agreement by 88.3 per cent of employees. However, 71.2 per cent in Public Sector and 83.1 per cent in private sector are not satisfied about this factor. Majority of employees have the frustration that they do not get freedom for self initiation and strict supervision is thrust upon them.

“Organization has well defined plans for career development of employees” is a statement given to the respondents as a variable of esteem needs. This statement was agreed to by a majority of respondents (94.5 per cent) On the satisfaction side, a vast majority of the employees (75.6 per cent) expressed that they are not deriving any satisfaction out of career development opportunities in organizations.

It is to be noted that 89.9 per cent employees have either agreed or strongly agreed to the statement that organizations should have an in-built

mechanism for recognition and reward for better performance. However, only 21.6 per cent of employees of public and private sectors have got satisfaction in their respective organizations with regard to the inbuilt mechanism for recognizing and rewarding employees. 73.9 per cent of employees are not satisfied in this matter.

The observations made above is further emphasized by applying 'Z' test to prove the hypothesis formulated pertaining to esteem needs stating that non-managerial employees of public sector undertakings are more satisfied with regard to the fulfillment of esteem needs, compared to that of non-managerial employees of private sector.

In the scenario of esteem needs satisfaction, the multiple regression analysis has hinted that out of the four independent variables, education and salary are statistically significant, implying that employees having higher educational qualifications and drawing higher salary are enjoying relatively higher levels of esteem needs satisfaction in both public and private sectors taken together. However, in the case of esteem needs satisfaction of employees of public sector undertakings, education, length of service and salary shows a positive relationship and age shows negative relationship. Further, salary and education are statistically significant, implying that employees of public sector having higher salaries and

higher education levels are having more esteem needs satisfaction. But the same three factors, namely, education, length of service and salary have no statistical significance in the case of esteem needs satisfaction of private sector employees.

6.6.2.(v) Self-actualisation Needs

The statement “many employees want to give their best in everything they do” as an aspect of self-actualization got the support of majority of employees. 10.6 per cent of employees were neutral and only 0.4 per cent disagreed. However only 22.8 per cent of employees were found to be satisfied with regard to offering their best in the job. In this regard, only 14.4 per cent of employees of public sector and 29.8 per cent of employees of private sector expressed their satisfaction. Private sector is obviously better in extracting the best from their employees.

When the statement was given to the employees regarding the capacity of employment to offer chances to accomplish dreams, relevance of the theme was agreed to by 99 per cent of employees. Less than one per cent showed their disagreement. Coming to the satisfaction side, it is seen that 42.9 per cent of public sector employees and 24.3 per cent of private sector employees have realized their dreams. 59.9 per cent of employees are not capable of fulfilling their

dreams even after long years of service.

The relevance of the statement “there should be opportunities for self development” which can contribute to self-actualization was felt by 85.3 per cent of employees. But only a very low percentage of employees, i.e., 7.9 per cent of employees of public sector and 6.7 per cent of employees of private sector are satisfied with regard to the opportunities available for self development.

“Organization should have a commitment to achieve the potential of employees” is a statement of relevance relating to self-actualization given to employees. To this, 91.1 per cent of employees have expressed their agreement. When the satisfaction level is analyzed, it is found that 70.5 per cent of employees were dissatisfied with respect to the commitment on the part of organizations is to utilize the potential of the employees. Public enterprises perform better. The level of employee satisfaction is 31.6 per cent in public sector and it is only 9 per cent in private sector.

A good majority of employees (94.2 per cent) feel that an organisation should provide opportunities for self-fulfillment contributing to self worth of employees. On the satisfaction side, 74.3 per cent are dissatisfied. Public sector employees are more satisfied with 32 per cent when compared to private sector 4.7 per cent.

A statement was given indicating that “ownership pattern (Private or Public) of an organisation has a critical influence in fulfilling self growth of employees”. Majority of employees (91.2 per cent) have agreed to this statement. In the public sector, 50.7 per cent of employees expressed satisfaction for being employed in that sector. But only 22.7 per cent of respondents from the private sector feels that there are chances of self growth on being employed in that sector. It means that the self growth of employees of public sector is much better than that of private sector.

The hypothesis that the satisfaction level of non-managerial employees of public sector undertakings is significantly greater than that of the satisfaction level of employees of private sector undertakings has been proved true by the statistical test ‘Z’.

The normalized index of self- actualization needs satisfaction of public sector and private sector taken together is regressed with the four independent variables—age, education, length of service and salary. Education and salary are positively related and statistically significant, meaning that employees with higher educational qualifications and higher salary have relatively more chances for self fulfillment. The regression analysis of the index of self-actualization needs

satisfaction of public sector employees discloses that, age, education and salary are positively related and age and education are statistically significant. In the case of private sector, only age is statistically significant in explaining self-actualization needs satisfaction. However, age has inverse relationship with the need satisfaction. It means that when age increases, self actualization need satisfaction level of private sector employees decreases.

6.6.2.(vi) Aggregate level of satisfaction

In order to illuminate and compare the need satisfaction of non-managerial employees of public sector and private sector undertakings in Kerala according to the motivation model postulated by Abraham H Maslow, a culminating hypothesis encompassing the aggregate needs satisfaction was formulated, stating that the aggregate satisfaction level of non-managerial employees of public sector is significantly greater than that of private sector employees is tested, using 'Z' test. A valid conclusion that the aggregate satisfaction score of non-managerial employees of public sector undertakings is significantly greater than that of non-managerial employees of private sector undertakings is arrived at on the basis this test.

6.7. CONCLUSION

Every organization has its own objectives. The objectives of an organization can be achieved only through the combined efforts of its members. The relation between the organization and its members is governed by what motivates them to work.

The study of motivation is concerned basically with why people behave in a certain way. Motivation as a function of management plays a pivotal role in determining the level of performance of employees, which in turn influence how effectively organization goals are achieved.

Motivation has been defined in terms of need satisfaction, that is, the needs that employees seeks to satisfy on their jobs, and the manner in which they perceive their work environment as satisfying and dissatisfying.

Most widely accepted summary of human needs was described by Abraham H. Maslow, a distinguished psychologist who propounded the first theory of motivation – the Need Hierarchy Theory. He identified human needs in an ascending order of priority as Physiological Needs, Safety Needs, Social Needs, Esteem Needs and Self-actualisation Needs. Although several researches have been made among different motivation theories, much attempt has not been made with regard to the applicability of need satisfaction factors as laid by Maslow to

the non-managerial class of employees belonging to public sector and private sector in general and a comparative analysis of satisfaction level of non-managerial employees of public sector and private sector in particular. Hence an earnest attempt is made in this study to know the applicability of need satisfaction factors among non-managerial employees of public sector and private sector undertakings in Kerala by taking six prominent undertakings (three from public sector and three from private sector) to make a comparative analysis of satisfaction level of non-managerial employees of public sector and private sector based on Maslow's motivational theory.

The main objective of the study is to bring about the relevance of Maslow's theory and its application among non-managerial employees of public sector and private sector undertakings in general and a comparative analysis of satisfaction level of non-managerial employees of public sector and private sector in particular. To arrive at the above main objective, a study is extensively conducted among the non-managerial employees of selected public sector and private sector undertakings.

The study reveals that comparatively less number of employees in the age group between 18 and 35 working in public sector is a reflection of restriction

in the recruitment in public sector. The salary structure of public sector employees is much more attractive than private sector employees.

The relevance of the statements pertaining to all need categories of Basic, Safety, Social, Esteem and Self-actualisation are found appreciated by non-managerial employees irrespective of public and sector by expressing their assent.

The non-managerial employees of public sector undertakings are satisfied more in the aspect of Basic Need satisfaction than that of private sector employees. Job security is threatened in private sector organizations. The public sector employees enjoy superiority in safety needs satisfaction when compared to private sector. In social need satisfaction, the non-managerial employees of public sector undertakings derive more satisfaction when compared to private sector. In the esteem need satisfaction, high majority employees of both public and private sector are found not satisfied. The situation is worse in private sector. Both public and private sector organizations are found not able to satisfy the self-actualisation needs of their non-managerial employees. Things are more worse in private sector as in the case of esteem needs.

6.8. SUGGESTIONS

On the basis of the analytical study and findings furnished above, though a plethora of suggestions are possible, the vital ones recognized are listed below:

1. There is imperative need to enhance the pay package offered to private sector employees.
2. Steps should be taken to introduce individual incentive schemes in both public and private sector.
3. In the emerging scenario of new economic policy accompanied by globalization and liberalization, management of both public and private sector should generate a conducive environment offering job security to employees, particularly in private sector.
4. The competency of organisation should be enhanced not only for their survival, but also for ensuring security to employees.
5. The physical working environment of both sectors needs revamping, particularly in the case of private sector.
6. Management should take keen interest to hoist social events after work hours for the satisfaction of social needs of employees.

7. The grievance redressal mechanism for employees is quite inadequate in both the sectors. This may be rectified. There is also a need of conducting an awareness campaign among employees in this regard.
8. Superior - subordinate relationship in private sector has to be improved.
9. Organisation should give more room for the role of self-initiative by employees.
10. Organisation should provide means for development of career opportunities of employees along with its growth path.
11. Both public sector and private sector should take utmost interest to develop in- built mechanism for performance based recognition and reward of employees.
12. Creation of healthy relationship between top management and employees appear to be sine quanon for better understanding of employees so as to enable them to fulfill their cherished dreams. Such an interaction with employees is likely to enable management to help exploitation of human potential profitably.
13. In the study, it is found that public sector appears to offer more satisfaction to non-managerial employees than private sector. Recognizing this aspect,

private sector organisations should initiate steps to examine their own potential and to improve it in order to be more appealing.

6.9. SCOPE FOR FURTHER RESEARCH

In the modern era, male domination in the working environment is slowly and gradually dissipating. Females are getting educated and competing with men in almost all walks of life. In such a scenario, it may be enlightening to study the relevance of Maslow's theory as applied to motivational aspect of female employees in organisations. Such a study can be further analyzed into female managerial and non-managerial employees.

This study pertains to the ascertainment of satisfaction levels on non-managerial employees of public sector and private sector based on Maslow's theory, where the representative firms selected are from manufacturing sector. Now a day, service sector is emerging as an important component of any economy including Indian economy. Hence such a study can be conducted in sectors like banking, insurance, health, education etc, which may prove to be highly relevant, in the years to come.

For explaining and quantifying the satisfaction level associated with various needs, out of the multitude of variables affecting each need, the researcher

has identified six prominent factors influencing the satisfaction level. As time changes, it is quite possible and probable that new variables may emerge; new predictors of motivation may surface. Further research encompassing such variables can be done to keep the theory abreast of changes.

There are other theories on motivation propagated by different management thinkers and scholars. A comparative study of Maslow's theory and other important motivational theories can be done as applicable to the non-managerial employees of organisations for assessing satisfaction levels.

The scope of the study can be further widened, by assuming a macro outlook, encompassing the national economy as a whole.

**MASLOW'S THEORY OF MOTIVATION -
ITS RELEVANCE AND APPLICATION AMONG
NON-MANAGERIAL EMPLOYEES OF SELECTED
PUBLIC AND PRIVATE SECTOR UNDERTAKINGS IN
KERALA**

THESIS

SUBMITTED TO THE UNIVERSITY OF CALICUT FOR THE AWARD OF THE
DEGREE OF DOCTOR OF PHILOSOPHY IN COMMERCE

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APPENDIX

QUESTIONNAIRE PART I

1. Name of Company :
2. Name of the Employee :
3. Age : a. Below 25 years b. 26-35 c. 36-45 d. 46-58
4. Marital Status : A. Single B. Married
5. Education: - I. General A. Below SSLC B. SSLC / Plus2
 C. Graduate D. Post Graduate
II. Technical - if any A. ITI Certificate Course B. Diploma
 C. Engineering Degree
6. Nature of Work : Technical / Office (Strike off which is not Applicable)
7. Designation :
8. Section :
9. Length of Service in the Company
 A. Less than 10 Years B. 10-20 C. 20-30 D. 30 and above
10. Present Salary
 A. Less than 2000 B. 2000-3000
 C. 3000-4000 D. 4000-5000
 E. 5000-6000 F. Above 6000
11. Number of Family Members (Including Dependant Members) :
12. Family Income
:
 A. NIL B. Below 1000 p.m. C. 1000-2000
 D. 2000-3000 E. 3000-4000 F. 4000-5000
 G. 5000 and above

PART - II

EMPLOYEE NEEDS : ITS RELEVANCE AND SATISFACTION

Note: 5 spaces are provided against each statement and question.
These spaces are serially numbered from 1 to 5

Statement : (First Statement in every Column)
Ex: - 1 in the first Column

Space : 1 for Strongly Agree (SA)
2 for Agree (A)
3 for Neutral (N)
4 for Disagree (DA)
5 for Strongly Disagree (SDA)

Level of Satisfaction : (The Second statement /Question in every Column-
Ex:- 1 A in the First Coumn

Space : 1 for Extremely Satisfied (ES)
2 for Satisfied (S)
3 for Not Certain (NC)
4 for Dissatisfied (DS)
5 for Extremely Dissatisfied (EDS)

Please put ✓ Mark in the appropriate space against each statement/Question.

Basic Needs		1	2	3	4	5
		SA	A	N	DA	SDA
		ES	S	NC	DS	EDS
1.	Proper pay package should be given to employees who do their jobs very well					
1 A	Are you getting sufficient salary package for your job? Determine the level of Satisfaction?					
2.	Remuneration should ensure welfare of the family					
2.A.	Is the remuneration you earn adequate to provide better living conditions to your family ?					
3.	Pay package offered should favourably compare with that of other similar organisations.					
3.A	Are the benefits and amenities offered by the organisation competitive ?					
4.	Individual incentive schemes have great impact on the performance of employees.					
4.A	Are you satisfied with the incentive schemes offered?					
5.	Periodical revision of pay scales are necessary to meet increased cost of living.					
5. A	What is your level of satisfaction with respect to the pay revisions adopted by your organisation.					
6.	Subsidised canteen facilities promote employee welfare.					
6.A	How do you rate the subsidised canteen facilities offered by your organisation.					

Security Needs						
7.	Job security is important to employees.					
7.A.	Your level of satisfaction with regard to job security in your organisation especially in the light of changing Govt. policies.					
8.	Having good equipment to work with is important to employees.					
8. A.	What is your level of satisfaction on the equipment supplied by the company for your work?					
9.	Company's retirement benefits reduces labour turnover.					
9. A.	What is your perception level regarding the retirement benefits offered by your company ?					
10.	Jobs are dependant on the company's ability to compete effectively.					
10.A.	What is your opinion about your company's ability to compete effectively especially in the light of liberalisation and globalisation.					
11.	Management should give a good deal of attention to the physical working conditions of their employees.					
11.A.	What is your present level of satisfaction in the matter ?					
12.	Adequate safety measures should be provided to employees.					
12. A.	Your opinion about the safety measures incorporated in the organisation.					
SOCIAL NEEDS						
13.	The quality of the relationships in the informal work group is quite important.					
13. A.	State your present level of satisfaction in the above aspect.					

14.	Management could show more interest in the employees by sponsoring social events after work hours.					
14.A.	Indicate your perception of the participation of your management in Social events.					
15.	Supervisors ought to work hard to develop a friendly working atmosphere among their people.					
15. A.	What is your perception about the role of your supervisor in the matter.					
16.	Effective mechanism for grievance redressal contributes towards better interpersonal relationship.					
16.A.	How would you rate the mechanisms for the redressal of employee grievances in your organisation?					
17.	Well defined superior - subordinate relationship contributes to positive social environment with in the organisation.					
17.A.	What is your perception regarding the nature of relationship between superior and subordinate ?					
18.	Attainment of co-operation among co-workers is essential.					
18 A	Indicate your level of satisfaction in achieving co-operation from co-workers.					
	ESTEEM NEEDS					
19.	Individual recognition for above standard performance means a lot to employees.					
19.A.	How do you feel about your supervisor's recognition of your performance?					

20.	Pride in one's work is actually an important reward					
20.A.	State your level of satisfaction in the above aspect.					
21.	Access to higher level of management is important to employees.					
21. A.	Indicate the degree of access to the higher level of management in your organisation.					
22.	Employees prefer self-initiative to strict supervision.					
22.A.	What is the degree of liberty in decision making available to you in the organisation.					
23.	Organisation has well defined plans for career development of employees					
23.A.	Express your view with regard to the opportunities available for career development.					
24.	Organisation should have a built in mechanism for recognition and reward for better performance.					
24.A.	How satisfied are you in the above respect?					
	SELF - ACTUALISATION NEEDS					
25.	Many employees want to give their best in everything they do.					
25 A.	What is your present level of satisfaction in offering the best of you ?					
26.	There should be opportunities for self-development.					
26.A.	What is your perception regarding the above statement in your organisation ?					

27.	Employment should offer chances to accomplish one's dreams.					
27.A.	How do you feel in achieving the above, after a reasonable spell of employment in the organisation.					
28.	Organisation should have a commitment to achieve the potentials of their employees.					
28. A.	How do you rate the above factor in your organisation.					
29.	Organisation should provide opportunities for self-fulfilment contributing to self-worth.					
29. A.	What is your opinion in this respect with regard to your organisation.					
30.	Ownership pattern (Govt. and Private) of an organisation has a critical influence in fulfilling the self-growth of employees.					
30. A.	As an employee what is your level of satisfaction in achieving self-fulfilment.?					

Thank you for your co-operation

(O.VENUGOPALAN)

**MASLOW'S THEORY OF MOTIVATION -
ITS RELEVANCE AND APPLICATION AMONG
NON-MANAGERIAL EMPLOYEES OF SELECTED
PUBLIC AND PRIVATE SECTOR UNDERTAKINGS IN
KERALA**

THESIS

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