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-inforced 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; whereas 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 cooperation 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.