CHAPTER VI

Summary and Conclusions

In every big organization there are several executives, whose job is to execute the system or the policy of the organization. The main purpose of appointing the executive is to execute the system or policy in an effective manner, so that the production of the company will increase or the efficiency of the workers will be enhanced. There are other purposes also, for example; the job of the executives is to improve the health status of the workers and to improve team spirit of the workers. Thus for varied jobs the executives are appointed. Prior to their appointments they are like the lay persons having certain qualifications. Even though the executives are well qualified, there is no guarantee that the executive will be successful in his or her job. It implies that to be a successful executive some especial characteristics and abilities are necessary. Psychologists had worked in these directions and traced out the characteristics and the abilities necessary to be successful executive.

During olden days, there was absence of some specialization, but now a days specialization has become need of the hour. The competition has increased and as the result to survive in the competition one has to be acquainted with the new techniques and the new skills. Companies and manufacturing units determine their targets first, and then the plans are being worked out. Human resource professionals plan their annual training programs in such a manner that
the workers should work more efficiently and achieve their goals within the
given period. For this purpose, the need pattern or the motivational pattern
proves very much useful to the human resource personnel. Knowledge of the
need aspirations of the employs working in the company helps the human
resources personnel to design their plans or training programs. Knowledge of
ones own needs help the individual to setup objectives for future carreers
planning.

There are several factors which contribute to become successful
executives however, in a small study like present one it is not possible to
incorporate all these factors and hence only three factors of motivational pattern
are incorporated, in the study; they are need for achievement, power, and
affiliation.

Need for achievement is an urge to improve as a psychological factor
which provides internal motivation to excellence. Achievement motive can be
defined as “strive to increase or keep as high as possible ones own capacity in all
activities, in which competition with some standards of excellence is thought to
be involved and were the execution of such activity can therefore either succeed
or fail”. Cassidy and Lynn identified six components of achievement motivation.
They are work ethics, mastery, pursuit of excellence, status aspirators,
competitiveness and acquisitiveness.

The other motivational pattern was need for power. According to
Atkinson need for power is that disposition directing behavior toward
satisfaction contingent upon the control of the means of influencing another person. In the phenomenal sphere of the power, motivated individual consider himself the gatekeeper to certain decision making of others. The means of control can be anything that can be used to manipulate another person. People who had high power motivation strive for influence over others, prefer to participate in competitive and status oriented situations and control the channels of information to improve their self image and prestige rather than improve task performance.

The third factor treated in the study was need for affiliation. It is concern with the establishment maintenance or restoration of positive relationship with other people. People who have high affiliation motivation strive for friendship, prefer to participate in collaboration situations and seek intimacy and mutual understanding with others.

The main aim of the study was to examine the effect of area (urban vs. rural); sex (male vs. female); and vocational profession (executive Vs nonexecutive) on the need achievement, power need, and affiliation need of the executives and non-executives working in Marathwada region.

The following objectives were framed to serve as guidelines of the study:

> To measure the need for achievement of the subjects, and find out whether the need for achievement is significantly more among the urban subjects or the rural subjects.
➢ To examine the sex differences with regards to the need for achievement and find out whether the males or the females have significantly more need for achievement.

➢ To assess the need for achievement of the executive and non executive workers and search the extent to which they differ from each other.

➢ To measure the power needs of the subjects and find out whether the power need is significantly more among the urban subjects or among the rural subjects.

➢ To examine sex differences with regards to the power needs and search whether the sex differences are significant or not.

➢ To assess the power need of the executives and non executives and find out, of these two main groups which group has significantly more power need.

➢ To study affiliation need among the subjects and examine whether the urban or rural subjects have significantly more affiliation needs.

➢ To find out the extent to which males and females differ from each other on affiliation need.

➢ To assess the affiliation need of the executives and non executives and find out whether they differ significantly on affiliation or not.

The following hypotheses were tested in the study:

➢ The urban subjects have significantly more need for achievement than the rural subjects.
➢ Need for achievement is significantly more among the males than the females.

➢ Those working as executives have significantly more need for achievement than those who are working on non executive positions.

➢ Power motive is significantly more among the urban subjects than the rural subjects.

➢ Power need is significantly more among the executives than the non executives.

➢ Females have significantly more affiliation needs than the males.

➢ The subjects from rural areas have significantly more affiliation need than the subjects from urban areas.

➢ Affiliation need is significantly more among the non executives than the executives.

In present study rural non executive females, urban non executive females, rural executive females, urban executive females, rural non executive males, urban non executive males, rural executive males, and urban executive males were included as sample. Total sample consisted of 400 subjects of which 50% were males and remaining 50% were females. Their age range was 27 to 40 years.

For measuring the need for achievement, power need, and affiliation need a Need Pattern Scale by Seema Sanghi was used. The scale consists of 30 items only, and each item is provided with two alternatives ‘yes’ or ‘no’. The job of the subjects was to read the item, understand it and then decide whether it is true
in case of the subject or not, and accordingly put a tick mark either on yes or on no.

For collecting the data the scale was administered individually on the subject. All the subjects were educated, some were post graduate and some studied up to 12 standards. Especially, those subjects who were well educated prefer to write the responses themselves; to such subjects copies of the scale were given and filled copies were collected after a period of 4 or 5 days. Those subjects who expressed that the scale should be administered by the experimenter, their appointments were taken and after meeting them, through informal discussion rapport was formed and then only the statement were read and responses given by the subjects were noted down. Thus two approaches were used for collecting the data.

In present study three independent variables were used. They were area, sex, and vocational positions; of these three factors each was varied at two levels. For example, rural vs. urban differences were studied, male vs. female differences were examined, and executives vs. non executives vocational positions were compared.

A $2 \times 2 \times 2$ factorial design was used. Thus, there were eight classified groups and in each group the cell frequency was equal. In other words a balanced factorial design was used.

The data were treated by means and standard deviations; further three way analysis of variance was used for studying the main as well as interaction
effects. Finally Scheffe’s test of multiple comparison was used. On the basis of the results following conclusions were drawn.

- The subjects from urban area had significantly more need for achievement than the subjects from rural area.
- Males had significantly better need for achievement than the females.
- Need for achievement was significantly more among the executives than the non executives.
- Power need was significantly more among the urban subjects than the rural subjects.
- Males had significantly more power need than the females.
- Power need was significantly more among the executives than among the non executives.
- Affiliation need was significantly more among the urban subjects than among the rural subjects.
- Males had significantly more affiliation need than the females.
- Executives had significantly more affiliation need than the non executives.

**Suggestions:**

Considering the results of study following suggestions are made.

Most studies in psychology are related to student population in fact those who are working in public sectors need to be studied extensively for improving their efficiency, for developing positive values among them.
Accountability of the public workers is necessary, through research studies some criteria could be finalized for each type of job. It might help in providing good and efficient services to the common man.

Studies should be carried out to measure other motivational patterns, of those which are more appropriate to a particular job, should be developed among the workers.

**Recommendations:**

Workshops and training programmes for enhancing the need for achievement among the executives and non-executives should be arranged. Those who lack need for achievement, they should be given special training.

For enhancing motivation among the public sector personnel, some incentives should be introduced. However, developing intrinsic motivation is always better.