

**AN ANALYSIS OF PERCEIVED MOTIVATIONAL FACTORS
AMONG EMPLOYEES OF A PUBLIC AND A PRIVATE
BANKING INSTITUTION**

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AKLATANG EMILIO AGUINALDO ARCHIVES

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SUMMARY

Some of the stereo-types common among and held by many Filipinos on public employees have created a poor image on these employees. According to these stereo-types, public employees place more value on lower level needs, particularly basic needs (salary, etc.) and pay little attention to their higher level needs. On the other hand, the ^{opposite} (opporiste) is said to be true with the employees of private firms. It has been held that private employees work towards the satisfaction of their needs for achievement and other needs belonging to the upper bracket of Maslow's Hierarchy of Needs.

Judging from the scores of each reward/need category in the dissatisfaction index, the stereotypes just mentioned seemed to be true among the employees of FCBM and SCBM. FCBM employees, representing the public employees, have expressed greater dissatisfaction with basic and security needs while those of SCBM manifested a strong dissatisfaction with actualization need. However, no significant difference appear on the perception of the two banks on the importance of each category. ^{By} Looking at the scores in the importance index, (the researchers believe) ^{one can} *perceive* that the employees of both banks feel that all these needs

are important to them. Thus, if one of these needs is missing, all the other needs would be useless in motivating these employees to work.

Conclusion *The foregoing circumstances revealed*

(From these results, the researchers have concluded)
 that there are ^{no} (not) significant difference in the degree of motivation of basic, esteem and social needs among the employees of FCBM and SCBM. The degree of motivating potential of security and actualization needs may have a slight difference but this is not very conclusive since these two needs are deemed to be as important as the other three needs by the employees of FCBM and SCBM. Therefore, ^{It is → inconclusive} (it is) (unwise) to say that (the stereotype that) public employees place greater value for lower level (needs while private employees are more concerned with) (higher level needs,) (holds true at FCBM and SCBM.) It is also unwise for both banks to put more emphasis on actualization needs (for SCBM) and security needs (for FCBM) than on the other need categories because the latter needs may have an equal or even greater effect on the performance of their employees on their jobs.

It is inconclusive to state that public employees place higher value for lower needs as it concludes that private employees are more concerned with higher level needs.

Recommendation

The findings and the supporting data gathered from this study have several implications for the manage-

ment of both the public and private banking institutions. ^{Indeed}
 (Of course,) this is assuming that the data is representa-
 tive not only of public and private banks, but also of all
 private and public entities found in the Metro-Manila area.
 For the personnel managers of government units, the follow-
 ing are recommended:

1. Attention should be directed towards security needs since this is the need-level which highly motivates the public employee.

2. Opportunities for self-actualization and the esteem development should be provided for. This may be achieved through the proliferation of more challenging jobs. This is deemed necessary as the two (2) above needs appear to be the growing needs of the public employees.

For private firms' personnel directors, the follow-
 ing are recommended:

1. Moves should be taken to satisfy the growing needs for self-actualization presented by the private employee. (^{Jobs}Jobs) should be designed or redesigned so that they will fit the need of the employee, that is, to be able to develop his capabilities in line with Company objectives.

2. Management should see to it that their employees are aware of the importance of their security in the organization. Security benefits such as retirement plans, sick/leave

absence pay benefits, etc., should be provided for as this will help to encourage them to stay in and work longer for the Company.

This study can also be regarded as the starting ground or stepping stone for other researches of similar nature. (We therefore recommend) ^{It is} further, ^{recommended that intensive} studies (to) be undertaken ⁱⁿ (on) the following areas:

1. A comparison of perceived motivational factors among the employees of the public and private entities as a whole, that is, the industry.
2. The relationship of job efficiency/performance on the perceived motivational factors of the public and/or the private employees.
3. A comparison of perceived motivational factors among male and female employees.
4. A comparison of the different needs of employees within the public and/or private institution.
5. The effect of age on the motivational of employees.