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## **Managing employees: Requirement of a humane approach**

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### **Abstract**

This research is conducted to check the impact of the humane approach taken in private and public sector organizations in managing their employees. The employees taken are from government institutes where all the facilities come hands on and the others from private sector where it is difficult for the employees to get things of their need and solicit any personal support. It assesses if the employees are satisfied with the reward system, the perks, the work-culture, the empathetic attitude of the managers or any the other prevailing factors. The satisfaction level of employees of both the organizations is checked by asking questions through a questionnaire carrying the same questions for each. The data is then interpreted by the researcher to reach a conclusion. The conclusion is used as a base to put up some suggestions which can be taken up by the private organizations to see the flaws rooted in their system and rectify them to the maximum of their capacity. The methodology used is questionnaire development, data collection, interpretation and results.

**Keywords:** Humane approach, public, private, comparison, satisfaction, rectify

### **Introduction**

With the advent of modernization, the opening of different organizations, institutes and companies became a part of economic development. With the establishment of many organizations, the workforce also developed and a variety intermingled in the workforce due to the increment of various industries and organizations. Though the establishments of Indian organizations had started before independence but many new private and public sector companies were set up after independence as well. Initially the workers were local nationals as India being a family-oriented country, no one wanted to leave their native places. Advancement in the means of transport led to rapid mass movement and people began to flock in from distant places to work at different places. It resulted in workers of different cultures, languages and clans assemble in the vicinity of the companies and form trade unions and informal groups. The mini city in the form of the organizations and companies appointed managers to look after the welfare and social needs of the employees. Robert Owen, the father of personnel management had already introduced many reforms due to his philanthropic works in his factory in New Lanark. Kumar, Krishan (1990) <sup>[1]</sup>.

In this era, many owners introduced welfare facilities for their employees. In 1956, industries started to grow rapidly due to the introduction of Industrial Policy Resolution and the public sector invested in all those areas where it was difficult for the private sector to invest money. Sekar, V., Thiruselvan, V. and Dr. Amuthan, S. (2017) <sup>[2]</sup>.

Thus, the birth of public and private sector industries led to the increase in workforce and gave birth to the introduction of many reforms by the owners for the welfare of their employees.

### **Objectives**

- To compare and contrast the positive and negative factors associated with private and public sector jobs.
- To assess what is the important factor for employee retention in public sector organisation.
- To help managers to find out the introduction of additional factors which help in employee engagement.

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- To stress on the importance of factors required for low turnover of employees in the private sector.

### Hypothesis

If compared, the benefits and perks given to public sector employees are of no importance to private sector employees.

### Methodology

For the study, a sample of 75 people each from private and public sector organizations were taken through simple random sampling method. The study relies on collecting the primary data through a self-explanatory questionnaire which is separately mailed to employees of different private and public sector organisations. The questionnaire is pre-tested on certain employees from public and private sector organizations respectively. The pilot study helped in the validation of the items of the questionnaire. The questionnaire carries questions with answers marked as "Yes/No." Then, the data collected is tabulated and interpreted. For this tabulation, the questions are translated into a few factors of satisfactory and dissatisfactory variables. This way the collected primary data will help in the comparative analysis of the private and public sector employees and might be useful for managers to decide what are the factors they can add on, to retain their employees in a positive way. The data collected is primary as the questionnaire are directly filled by the respondents but at the same time secondary data has also been used to understand the lags in the existing literature.

### Limitations of the study

The researcher, while conducting the study, could not collect samples from a wide range of people due to personal constraints. Most of the companies in the private sector are very small in the city of Rishikesh, from where the data is collected. The sample size had to be kept limited citing the space and time limits. The respondents, especially from the private sector had many inhibitions regarding the exposure of their identity. Some of them refused to mention the name of the institutes they are working in and some refused to mention their actual condition related to salaries and stress as they were sceptical about the reaction of their immediate employers. The questionnaire was sent through email or WhatsApp as the respondents were taken from different fields and it was not possible to meet them all in person. The sample size was moderately big but the responses were left unfilled from many respondents.

### Literature Review

Initially, public sector activities were confined to power, railways, irrigation, communication etc. but they were broadened after independence and the private sector was also given due assurance of freedom through industrial policies of 1948 and 1956 which divided the industries into public sector, private sector and a joint responsibility was

given to both as well. Sudhakar, P & Kalyan, Dr. & Kumar, Kalyan & Padmavathi, A. (2012) <sup>[3]</sup>. This led to the mushrooming of many industries in the public and the private sector and it resulted into the employment of masses in the public and the private sector.

The studies done in the past show that there is much higher satisfaction found in the employees of public sector than the private sector employees but they are not committed to their organisation, they have low self-esteem, they have less autonomy over their tasks and they do not feel self-actualized. Buelens M, Vanden BH. (2007) <sup>[4]</sup> an analysis of differences in work motivation between public and private sector organizations. Public Adm. Rev 67, 65-74.

Various studies show that the public sector employees are motivated if they can balance their work and family but they are not motivated by monetary factors or challenges in their jobs. In addition to that, they are less committed to their work if compared to their private sector counterparts. Rashid S, Rashid U. (2012) <sup>[5]</sup>.

Some researches establish that private sector employees feel much stressed in relation to their dealings with the clients and their personal issues if compared to the public sector employees of the same situation and level. Yeh, W. Y., Yeh, C. Y., & Chen, C. J. (2018) <sup>[6]</sup>. It is true that the stress levels are higher in the private sectors because most of the jobs have longer timings and no time devoted to socialise. The work-pressure leads to role overload and role conflict which generates stress in employees.

There is a vast difference, one can make out in the working environment of the private and public sector employee. The public sector employees have to work according to set norms related to salaries, working hours, travelling allowances etc but the norms are not fixed for the private sector employees. It is at times based on negotiations also. As established by Boyne (2002) <sup>[7]</sup>, there is a vast difference between the public and the private sector employees.

It is maintained that the public sector employees who do not get good monetary offers might leave or not join the public sector jobs and the public sector will not get quality employees. Philip E. Crewson, (1995) <sup>[8]</sup>. Though there are many small organisations where the salaries and everyday work-condition are not appropriate and employees still want to join a public sector firm.

### Gaps in the study

The earlier studies also pointed towards the differences in the condition of the private and the public sector employees but they pointed only on the monetary aspects, their stress and their dissatisfaction with the job. Here, the researcher through a questionnaire highlights the other points also like their job security, their work-life balance, the overtime hours and the future hikes in the salary. The suggestions are also accompanied with the conclusion to assist future researchers in their work and the improvements are also suggested in the end.

**Table 1:** Tabular representation of the responses

S. No.	Private Sector	Yes	No	Public Sector	Yes	No
	<b>Total questionnaire sent-75</b>			<b>Total questionnaire sent-75</b>		
	<b>Total responses received-67</b>			<b>Total responses received-72</b>		
	<b>Usable responses-61</b>			<b>Usable responses-63</b>		
Q1.	Likeliness of switching of job	61	00	Likeliness of switching of job	06	57
Q2.	Decent family time	02	59	Decent family time	63	00
Q3.	Work-life balance	00	61	Work-life balance	60	03
Q4.	Satisfaction with present job	00	61	Satisfaction with present job	61	02
Q5.	Rigidity of rules	60	01	Rigidity of rules	01	62
Q6.	Stress due to timeline	61	00	Stress due to timeline	58	05
Q7.	Job Security	00	61	Job Security	63	00
Q8.	Remuneration	04	57	Remuneration	60	03
Q9.	Perks	04	57	Perks	62	01
Q10.	Salary hike	01	60	Salary hike	63	00
Q11.	Paid overtime	04	57	Paid overtime	63	00
Q12.	Long term commitment	00	61	Long term commitment	61	02
Q.13	Personal dealing is wrong with employees	61	00	Personal dealing is wrong with employees	63	00

### Responses and data interpretation

There were 75 questionnaires each given to the private sector and public sector employees. Out of which 67 were received back from the private sector employees and 72 from the public sector employees. The completely filled, usable responses were 61 from private employees and 63 from public sector employees. The questions given in the questionnaire are tabulated according to different needs and satisfying factors of the employees of both the sectors. The likeliness of switching the jobs to public sector if given an opportunity is 100 percent as the 61 responses received want to switch their jobs from private sector to public sector whereas in the public sector, only 6 out of 63 employees want to switch their jobs. Only 2 responses out of 61 said that they get family time while working whereas in the public sector, it is 100 percent with 63 out of 63 stating that they get enough family time. When talked about the work-life balance of the private sector employees, 61 out of 61 are not satisfied with the same whereas in the public sector 60 out of 63 are satisfied with their work-life balance. In the private sector, 61 out of 61 are dissatisfied with their job whereas in the public sector only 2 out of 63 are not satisfied with their job. The rules are rigid according to the private sector employees as 60 out of 61 find them rigid but in the public sector only 1 out of 63 find the rules to be rigid. 61 out of 61 employees in the private sector find that it is stressful for them to follow the deadlines whereas in the public sector, the 58 out of 63 employees find the deadlines at workplace, stressful. 61 out of 61 do not find any kind of job security in the private sector jobs whereas 63 out of 63 feels that they have a job security while working in the government sector. Only 4 employees out of 57 are satisfied with the remuneration they are getting whereas in the public sector 60 out of 63 are satisfied with the remuneration they get. Only 4 out of 61 private sector employees think that the perks they are getting are insufficient whereas 62 out of 63 employees of the public sector find their perks to be satisfactory. One out of all the 61 employees of the private sector, only 1 think that the salary hike is appropriate whereas 63 out of 63 employees means all in the public sector think that that salary hike is apt. 4 out of 61 employees in the private sector say that they are paid for the overtimes but the number is 63 in the public sector. 61 of

the private sector employees are not committed for a long term to their organisation whereas 61 out of 63 are committed towards their organisation for a long term. 61 out of 61 of the private sector employees think that the employees should be dealt better in the organisation whereas 63 out of 63 public sector employees feel that they are dealt properly by the organisation.

### Conclusion

In the light of the above interpretation and data collected, it can be concluded that the public sector employees are much satisfied with their jobs and the private sector employees are dissatisfied to a great extent. The employees taken up for this study are almost same as per their standards and level but the payment of salaries differ in both the sectors. It can be stated that the private organisation's employees are not getting too many things which is considered a basic amenity in the public sector. Either the government has to intervene to introduce a decent salary, lifestyle, work-life balance and other things or the private organisations have to gradually take up this initiative to look after the welfare of their employees. The private sector employees face salary differentiation, stress due to timelines, lack of payment for extra hours, they do not have a job security, they are not always paid for the overtime, they are not committed for a long time stay, they find the rules to be rigid so they want to leave their jobs for a better opportunity and they are dealt with strict rules in everyday work. These are some factors which creates a difference between the jobs taken up by the private and the public sector employees. These factors can be used by managers to make policies for their organisations. If this discrimination is flattened, more and more employees will prefer to work for the private sector. Though this gap is not very wide in the bigger and well to do organisations but the employees in the small private organisations, where the government policies cannot reach, report such issues. The bigger private organisations offer good working conditions and sometimes they are compatible with the public sector but the problem is mostly faced in the smaller private sector.

### Suggestions

- The government though intervenes in the policy making

and have made many laws and acts but the implementation of the same should also be checked.

- The rules should be stricter from the government's end.
- The policy makers in the private organisations should keep the employees' welfare in the first place as it will lead to positive outcome and peaceful environment in the workplace.
- The employees should be given such environment that they do not think about changing their jobs.
- Salaries should commensurate with the prevailing trend but along with that it should be compatible to the public counterparts.
- There should be certain perks and extra hours to fulfil the personal needs of the employees.
- Time to time survey of the prevailing trend in other sectors should be done by the managers to be compatible with the norms of the other sectors.
- Employees should be considered as human resource and should be dealt with passion and dexterity.

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