CHAPTER - 6

SUMMARY OF FINDINGS,
SUGGESTIONS AND CONCLUSION
CHAPTER – 6

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

6.1 INTRODUCTION

Motivation occupies an important place and position in the whole management process. This technique can be used fruitfully for encouraging the employees to make a positive contribution to achieving organisational objectives. It acts as a technique for increasing the efficiency and productivity of employees as well as the organization. The employers of the Information Technology Companies have to play a major role in using their motivational skills to get their employees to give their best and to make good use of the factors of motivation offered by the organization.

The present research is carried out to analyze the employees’ motivational factors in Information Technology companies and its impact on the organisational effectiveness. The results emanate from the analysis of data were collected from 500 employees working in Information Technology companies in Chennai city. The major objectives of the study were to analyse the monetary and non-monetary motivational factors and its impact on the organisational effectiveness. The data thus collected through structured questionnaires. The processing and the analysis of the data were done with the help of the SPSS software package. The statistical tools applied were Percentage Analysis, ‘T’ test, Cluster Analysis, Factor Analysis, Chi-Square test, Analysis of Variance, Correlation Analysis and finally Regression Analysis.
The major findings of the study are summarized and presented.

6.2 FINDINGS OF THE STUDY

6.2.1 Findings pertaining to Objective One

- The maximum percentage of 52% of the employees working in Information Technology companies are males and the remaining of 48% are female employees. Further, 39.6% of the employees working in Information Technology companies are between the age group of 31-40 years, followed by 30.8% of the employees are below 30 years. Therefore the study proved that IT industry consists of young and dynamic workforce.

- The majority of 56.2% of employees working in IT companies are married and remaining 43.8% of the employees are unmarried. Further, among the married employees, 58.6% of them are found to have one child and the remaining 41.4% of employees have more than one child.

- Among the employees working in IT companies, 55.2% of them are undergraduates and only 23.2% of the employees working in IT companies are with a professional qualification. Further, it is found that the majority of 46.6% of the employees are working as top level executives and the least percentage of 12% of the employees are working at operational level employees.

- The study found that 38.8% of the employees belong to the salary level of 4,00,001 -5,00,000 and only 13.4% of the respondents are getting their salary
above 6,00,000 per annum. Further, the study also reveals that 39.6% of the employees are with 10-20 years of work experience in the industry and only 29.6% of the employees are having more than 20 years of work experience in IT companies.

6.2.2 Findings pertaining to Objective Two

- The employees working in Information Technology companies strongly agree that their company offers adequate emoluments which include good salary, annual bonus, financial incentives, leave encashment salary and annual salary increment. They moderately agree that transparency is adopted in the salary dispersion method.

- The employees agree that the Fringe Benefits namely Medical Benefits, Insurance policies, Subsidized Lunch, Transportation facilities, Children’s Educational facilities and other benefits that are included in their salary package motivates them.

- Employees strongly agree that IT companies appreciate and recognize their employees’ performance and rewards them by public honour, offering company’s stock, salary increments, etc. The employees strongly believe that good reward system creates a positive effect on the working environment and creates good relationship between peers.

- The Emoluments offered by the Information Technology companies include salary benefits, secondary benefits and rational benefits. These benefits form
a vital part of the emoluments and impart an immediate positive effect on the performance level of the employees.

➤ The Fringe Benefits offered to the employees of IT companies include mandatory benefits and other extensive benefits like welfare schemes and vacation tours with family members. The value added benefits like subsidized lunch, child care, transport facilities etc., are predominant benefits that are included in the Fringe Benefits which are offered by the company.

➤ The Reward system of the Information Technology companies is comprised of policy rewards, recognition rewards and performance rewards. These reward factors aims at offering a fair return to the employees for their efforts and recognize their excellent performance in their work.

➤ 55% of the employees working in IT companies are unambitious employees who moderately agree on the monetary factors in motivating them and 19.5% of the employees are benefit seekers who needs more monetary factors to motivate them. Further, 25.5% of the employees are culminated employees who highly agree that monetary factors motivated them.

➤ There is no association between the perception of male and female employees and the monetary motivational factors. Both male and female employees have same opinion over the monetary motivational factors available in the IT companies. It is identified that 53.6% of un-ambitious employees are male employees and 48.8% of culminated employees are female.
The employees in different age group have same opinion over the monetary motivational factors of the IT companies. It is identified that 44.2% of benefit seekers are between the age 31-40 years and 10% of un-ambitious employees are above 50 years old.

There is an association between the perception of married and un-married employees and the monetary motivation. The married employees feel that they need more monetary factors to motivate them. It is further identified that 67.4% of benefit seekers are married employees and 43.3% of culminated employees are unmarried employees in the IT companies.

It is found that the employees with one or more children have same perception over the monetary motivation. Further, it is identified that 59.4% of un-ambitious employees have one child and 42% of benefit seekers have more than one child.

There is no association between the perception of employees with different academic qualifications and the monetary motivational factors. It is found that 59.8% of culminated employees are undergraduates and 22.1% of benefit seekers are with a professional qualification.

The employees working at different designations have similar view over the monetary motivational factors. Further the study reveals that 55.8% of benefit seekers are working as supervisory employee and only 12.6% of culminated employees are working as top executives.
The employees at different salary level have same attitude over the motivational factors adopted in the IT companies. It is identified that 41% of benefit seekers are within the salary income of Rs.4,00,001 to Rs.5,00,000 and only 12.2% of un-ambitious employees are getting above Rs.6,00,000 as their annual salary.

The perceptions of employees with different work experience are same over the monetary motivational factors of the IT companies. It is found that 44.2% of benefit seekers are found to be working in the industry between 10 -20 years.

The personal and occupational profile, namely, gender, age, number of children, qualification, salary level, experience level, does not have influence over the monetary motivation offered by the IT companies. But it is found that the marital status of the employees has influenced over the monetary factors, namely, Fringe Benefits and Rewards, offered by the IT companies. Unmarried employees strongly agree that monetary factors such as fringe benefits and rewards offered by the IT companies motivated them the most.

6.2.3 Findings pertaining to Objective Three

Employees strongly agree that the work environment in IT companies gives due recognition to their work and a good relationship exists between the peer team. Employees also agree that open communication system is adopted in their companies and cordial relationship exists between superior and subordinate.
Fairness and accuracy, transparency between superiors and subordinates are followed in the appraisal process of the IT companies. Appraisal system used as a tool for reward administration and helps in improving the performance level of the employees.

It is found that Training program adopted in IT companies gives their employees a chance to learn about the new technologies and languages, and helps them to recognize their hidden talents. The cross-training program helps the employees to have better understanding between employees of different departments and helps in gaining job specialization.

Employees of IT companies moderately agree that the Job Rotation practice adopted by companies develops better social relationship between colleagues and increase skills, knowledge and competency among themselves. They believe that the Job Rotation practice decreases work monotony and helps to increase their problem solving capacity.

The employees working in IT companies strongly agree that Career Development opportunities like higher and advance studies, assignment of challenging and foreign posting motivates them.

Employees in IT companies strongly agree that top level executives welcome suggestions and participation from their subordinates. The employees are treated as the members of the company and they are given opportunities to participate in the decision making process.
Information Technology companies follow Promotion Policies based on employees’ job involvement and commitment level. The employees also agree that performance and seniority based promotion policy motivated them.

Employees working in IT companies strongly agree that job sharing practice is followed and employees working at managerial level are given freedom to adopt their own HR policies. Further innovations in the work are encouraged by the superiors.

The Working Environment of Information Technology companies provides more space for a better interpersonal relationship between superior and peers, confidence building of the employees and microscopic recognition of their performance. Through technology augmentation, IT companies upgrade their technology and improves infrastructure.

The Performance Appraisal system of the IT companies helps in the personality development of their employees. The company follows the rational appraisal system and constructive adaptation system in assessing the performance level of their workforce. The evaluation process in appraisal will give immediate feedback to their employees and helps in improving their performance level in the future.

The Training and Development program in IT companies offers constructive and transparent training program to recognize the hidden talents of the employees and to introduce the company’s policies and procedures. The
innovative training program enables the employees to learn new languages and technologies to take up new projects to increase work interest.

- The Job Rotation practice adopted by the IT companies provides multifarious development and job capability to their employees. These factors provide better social relationship between employees and increase skills, knowledge and competency of the employees.

- The Career Development program in IT companies includes career opportunities and career elevation to their employees by assigning high quality and challenging task, foreign posting and promotional opportunities. Through career sustainability the IT companies create awareness on the employee’s individual strength and encourages them to set personal goals and helps in achieving them.

- The Employee Participation practice of IT companies is based on collective participation and knowledge sharing policies. These policies give their employees opportunities to participate in organizational and individual goal setting, and welcomes suggestions from their subordinates.

- The promotional policies of the IT companies are based on mechanical policy where seniority, job involvement and performance level are considered. Further, it includes a developmental policy which aims at the employees’ career elevation.

- The IT company provides Job Autonomy to their employees in the form of convenient autonomy and relevant autonomy, where the employees are given
freedom like to schedule their work, to take decisions on their task, adopting flexible working hours, innovations at work etc., to complete their projects more effectively.

- In IT companies, 35% of employees are optimistic employees who strongly agree on the non-monetary factors of motivation and 42.6% of the employees are mechanical employees who moderately agree that non-monetary factors motivate them. Further, 22.4% of employees in the companies are motivation seekers and they need more non-monetary factors to motivate them.

- It is found that both male and female employees have similar perception over the non-monetary motivational factors available in the IT companies. It is further identified that 54.9% of optimistic employees are male and 41.1% of motivational seekers are female employees.

- There is no association between the age of the employees and the non-monetary motivational factors. The employees in different age group have a similar attitude towards the non-monetary factors of motivation. Further, it is identified that 44.6% of motivation seekers are between 31-40 years and 11.7% of mechanical employees are above 50 years old.

- The study reveals that married and unmarried employees have perceptual differences over the non-monetary motivational factors. Married employees who found to be the mechanical employees feels that more non-monetary factors are needed to motivate them. Further, it is found that 70.9% of
mechanical employees are married and 47.4% of optimistic employees are unmarried.

➢ It is found that the employees with one child or more have similar opinion over the non-monetary factors. Further, it is found that 67% of motivation seekers are found to have one child and 42.9% of optimistic employees have more than one child.

➢ There is no association between the perception of employees with different academic qualification and the non-monetary factors of motivation in IT companies. It is identified that 58.9% of motivational seekers are undergraduates and 22.1% of mechanical employees are with professional qualification.

➢ The employees working at operational level, middle level and top level have same opinion over the non-monetary motivational factors. Further, it is found that 52.6% of optimistic employees are working as operational level employees and only 12.2% of mechanical employees are found as top level executives.

➢ There is no association between the employees at different salary level and the non-monetary factors of motivation in IT companies. Employees with different salary income have similar opinion over the non-monetary motivational factors. It is identified that 43.8% of motivation seekers are with the salary income of Rs.4,00,001 to Rs.5,00,000 and 12.7% of
mechanical employees are getting above 6,00,000 as their annual salary income.

- It is found that there is no association between the perception of employees at different work experience and the non-monetary factors of motivation in the IT companies. It is identified that 44.6% of motivational seekers are having their work experience in the companies between 10 to 20 years and 30% of mechanical employees are having below 10 years of work experience.

- In Information Technology companies, male employees are more motivated by the working environment and by the participative decision making process. They also strongly believe that participation in goal setting and giving suggestions on projects increases interest in their job and commitment level.

- Job rotation practice adopted in the IT companies creates more impact on the performance level of the employees who are above 50 years of age. Employees in the age group of 40-50 years are more motivated by Promotional Policies adopted by the company.

- Married employees of the IT companies are more interested in Training and Development, and Job Rotation practice followed in the company. Similarly the unmarried employees are strongly motivated by the working environment, which gives them the opportunity to participate in goal setting and in the decision making process.
The Top level executives of the IT companies strongly believe that Job Autonomy in the work place is the important motivating factor to complete the project on time. Further operational level employees strongly believe that Training and Development program adopted by the company motivates them to improve their skills and knowledge to achieve the required level of performance.

Employees with above Rs.6,00,000 salary are strongly motivated by the Job Rotation practice followed by the IT companies. Employees with more than 20 years of work experience strongly believe that Job Rotation practice and Promotion Policies of the IT companies motivate them.

6.2.4 Findings pertaining to Objective Four

Employees working in the IT companies strongly agree that motivation makes them to involve in their work with more interest, curtails absenteeism and attrition rate in the company. They strongly believe that motivation brings conducive work environment and increase productivity level.

The motivational factors create impacts on the employees by bringing positive cultural changes and building constructive policies in the organization. Also, these motivational factors increase commitment level and provide career guidance to their employees.

It is found that there is no association between the gender of employees and organisational effectiveness. Both male and female employees believe that motivational factors results in organisational effectiveness.
The study reveals that the perception of employees on organisational effectiveness differs based on their age. Employees who are below 30 years old who are highly motivated in the company believe that motivation in the organisation results in organisational effectiveness.

There is no association between marital status of employees and organisational effectiveness. Similarly, there is no perceptual difference between the employees with different number of children and organisational effectiveness.

The study found that the perception of employees with different educational qualifications are same over the impact of motivation in bringing the organisational effectiveness. It is also found that the employees working in different designation do not have similar perception over the impact of motivation on the organisational effectiveness.

The study reveals that the employees who are in the salary income between Rs.3,00,000 to Rs.4,00,000, strongly agree that motivational factors stimulates them to involve in their job with more interest and results in organisational effectiveness. Similarly, the perception of employees over the organisational effectiveness differs based on their years of experience.

Both the monetary and non-monetary factors of motivation create a deeper impact on the employees by making them more responsible in their work which results in efficiency in their performance level.
The Employees below 30 years of age and employees with the salary income between Rs.3,00,000 to Rs.4,00,000 are highly motivated by the motivational strategies adopted by the IT companies. Similarly, employees with less than 10 years of work experience in the IT companies are also found to be highly motivated employees. These employees are more committed to their work and results in organisational effectiveness.

Reward system adopted in Information Technology companies creates a positive and pleasant effect on the Work Environment. Appreciation and recognition from the superior creates a cordial relationship between the superior and subordinate. Further, a good working environment serves as a driving force for the employees to perform better and achieve better results and rewards.

Performance Appraisal is used as a tool for Reward administration in the IT companies. Employee’s performance evaluation results in higher salary, promotion, public honor or other developmental process.

Training and Development practice adopted by IT companies communicated the Reward strategies followed in the company. Further through a training program, employees increase their skills and helps in recognizing their hidden talents.

The Job Rotation practice of IT companies increases the skills, knowledge and competency level of the employees, which results in rewarding the employees by placing them in appropriate job position. The Job rotation
practice increases problem solving ability of the employees and results in better performance.

- IT companies reward their employees through better Career Development and Career Elevation. The employees are assigned with high quality project and challenging tasks based on their performance. Employees are rewarded by foreign posting and opportunities for advance studies.

- Information Technology companies reward their employees to participate in management’s decision. Further the employees are rewarded by offering companies stock and to participate in companies’ profit and further opportunities are given to participate in goal setting. Skilled and knowledgeable employees are rewarded to involve in the process of knowledge sharing and to give suggestion in improving the organizational efficiency.

6.2.5 Findings pertaining to objective five

- Emoluments and Fringe Benefits offered by the Information Technology companies motivate the employees to increase their commitment level as well as to elevate their careers. Further, these monetary factors motivate the employees to understand thoroughly their company’s constructive policies and optimistic cultural changes of the organization.

- Job Autonomy practiced in the Information Technology companies motivated the employees to adopt their personal traits like conscientiousness and extraversion to have a stronger impact on job performance. The degree
of freedom on job encourages for the better relationship between management and employees, thereby bringing cultural changes in the organization.

### 6.3 SUGGESTIONS

Based on the study, the following suggestions have been made.

- The emolument offered by the Information Technology companies should include more Fringe Benefits to motivate them and the salary offered must be equal to the employee’s work load.

- IT companies should offer Night Shift allowance and other welfare benefits as per the legal norms.

- The Information Technology companies which have more work stress to complete the projects on time must organize refreshment programs like vacation tour, etc., on a regular basis for their employees.

- The IT companies should adopt promotion policies along with sufficient increase in the salary level of the employees.

- The working environment of Information Technology companies should provide a balance of work and family life of their employees. The companies should provide adequate rest breaks to refresh their employees.

- In Appraisal Process, the Information Technology companies should give frequent feedback to their employees. The appraisal system should be used
as a good tool for reward administration and development of the employees. The evaluation of the employee’s performance should be based on standard criteria and not on personal opinion.

- Through proper Training session, the IT companies should increase its employees’ skill, knowledge and work interest. Training sessions should educate the employees about the companies’ policies and procedures for better understanding of the company.

- The Information Technology companies should offer foreign postings and assign high quality projects based on the employee’s performance level and not on its personal opinion.

- The employees of IT companies working at all levels should be allowed to participate in work goal setting and decision making process. They should be involved in the process of knowledge sharing.

- Information Technology companies should provide enough autonomy to the employees at all levels to adopt one’s own approach in their work and should give decision making authority at all levels.

- The IT companies should follow similar monetary and non-monetary factors to motivate their employees irrespective of their gender, marital status, number of dependents and their designation level. But it should follow different motivational factors with respect to the employees’ age, salary level and work experience.
The work environment of IT companies should be conducive enough to motivate the female employees also. The environment should encourage and motivate the female employees to participate in decision making and goal setting process.

IT companies should take due care in increasing the motivation level of the employees with the work experience of above 10 years in order to retain them in their company for a longer period of time.

Information Technology companies should adopt promotion policies and Job Rotation practice suitable for the employees at all age groups based on their performance level.

The Information Technology companies should adopt adequate and appropriate reward strategy to increase the overall performance level of the employee and results in achieving the organisational goal.

6.4 CONCLUSION

Human Resources are considered as the most important capital of every organisation and it plays an important role in realizing organisation’s objectives. Researches proved that there is a positive relationship between employee motivation and organisational productivity. More motivated employees are more productive, more loyal and more committed to their work. An increase in the global competition and to retain the top performance employee becomes a major issue in Information Technology companies. Hence the motivation of employees has become more important for the IT companies.
The study attempted to identify the key factors of employee motivation and its impact on organisational effectiveness of the Information Technology companies in Chennai city. The study identified Emoluments, Fringe Benefits and Rewards as Monetary motivational factors and Work Environment, Performance Appraisal, Training and Development, Job Rotation, Career Development, Employee Participation, Promotion Policies and Job Autonomy as the Non-Monetary motivational factors.

The motivational factors motivate the employees to involve them in their work with more interest and increase their individual commitment level. It is proved that motivation brings cultural changes in the work place and brings upward trend in their individual performance.

Among the monetary factors, the study identified Emolument and Fringe Benefits as the predominant monetary factors in creating more impact on the motivation level of the employees. These monetary factors motivated the employees to increase their efficiency in their performance and help them to understand thoroughly the company’s constructive policies and optimistic cultural changes of the organisation.

The reward system adopted in the IT companies creates a positive work environment and brings cordial relationship between the superiors and the subordinates. Further, Performance appraisal is used as a tool for reward administration in the IT companies. Further Job Rotation practice and Training and Development technique help the employees to increase their skills and knowledge thereby bringing out their hidden talents. IT companies reward their employees
through various career elevation strategies like foreign postings and assigning high quality projects.

Further, the study also proved that the non-monetary factor, Job Autonomy plays the most important factor in motivating the employees. The degree of freedom in work and decision making process encourages the employees of the Information Technology companies for better understanding between management and employees. Further, it brings better and optimistic cultural changes in the organisation. Finally the company should understand the nature of employee’s behavior before adopting any motivational strategy for the organisational effectiveness based on their personal and occupational profile.

The ways to improve work motivation and overall organisational effectiveness may vary from job nature, organisation and individual to individual. Increased commitment towards work will result in efficiency and greater outputs, which every organisation desires. Organisations should reward the hardworking employees either monetarily or non-monetarily. This will encourage the employee commitment to work. The role and effective use and management of human resources must be done throughout in order to achieve organisational effectiveness.

6.5 SCOPE FOR FUTURE RESEARCH

The study analysed the Monetary and Non-Monetary Factors that motivates the employees working in Information Technology companies. Hence, the following areas may be focused for future research.
The relationship between motivation factors and Human Resource Development practice can be studied in future.

A comparative study of motivation and organisational development can be done.

A comparative study of motivation and its impact on organisational climate can be done.

It could be fruitful to study the employees’ behavior on the factors of motivation in other industries as well.