CHAPTER - V

FINDING, SUGGESTIONS & CONCLUSION

The results attained from the statistical analyses of the research and the discussions over the findings from the study and suggestions are concluded in this chapter. Also an effort has been made to bring out sensible and practical recommendations with regard to the study, in the hope that these might be useful and meaningful to the cooperative banking industry. The discussion covers the specific findings of the present study, and the conclusions and recommendations that have been put forward have been based solely on these findings. The data was relevant to the sample used, which was assumed to be adequate from the cooperative banking industry, for the purpose of this study. In fundamental nature, this discussion intended primarily at creating an awareness of the important issues highlighted by the findings. Whatever recommendations go along with these should be looked upon as supplementary.

This research study set out to investigate the effect of employee motivation on the quantum performance of the employees at all levels.
Also job contentment, keeping in mind the overall scenario of the cooperative banking industry, its structure and other nuances was expected to be imbibed if appropriate motivational tools are introduced and set in motion from time to time. In addition to this with reference to hypothesis framed, the study explored the effect of demographic variables like seniority, age, gender, edification level, etc on employee motivation and in turn its effect on productive performance.

The study was targeted to set a positive approach respecting individuality, time as against the challenges faced by the banking industry with respect to retaining the chief human personnel’s at all levels. Also routine snags like workloads, deadline pressures, the need for effective and efficient performance, make environment homely on both personal and professional level as against the industry’s not much stimulating remuneration packages and other benefits were also a point of concern found throughout the study.

All of these led to the grounds of recruitment and retention of competent personnel’s at all levels adding values to the core system in place. Since elevated levels of motivation and satisfaction in what one does, makes employee culture-fit, stakeholders need to understand the significance of employee motivation which will lead to job satisfaction and competitive but homely working environment.
Descriptive statistics of the study

The descriptive statistics calculated for the questionnaire gave a summary of the performances of the sample on the various tests applied. In accord with the information, interpretations for each of the dimensions were put forth. The study also showed the sample respondents experiencing similar levels of motivation in the workplace on few particular aspects and factors like Easiness, Safety, Security and Material Rewards when applied, the result was notable. The study also brought in the sample group getting motivated to a larger extent by related factors in the workplace such as pleasant working conditions and job safety. This also indicated a strong need for easiness and steadiness connected with the work environment and compensation packages. Moreover, the respondents also appeared to be extremely motivated by material recognition in financial terms for their inputs in the organisation. They were therefore expected to put in more energy into their work, if their pay package was perceived to be in direct connection with Input - Output ratio i.e. linking between effort and the remuneration received in return. However the results indicated a little delineation on the levels of motivation originating from dynamism and enthusiasm.
From the job satisfaction evaluations, it was figured out that the employees were satisfied with aspects relating to their employment affairs, tasks assigned, working conditions, and the societal status of their work profile. However, they were more contented with subject matters related to career prospects, remuneration, etc. They were convincingly pleased with aspects such as participation in decision-making, the efficacy of the managerial structure, and the smoothness in communication. The respondents also felt the general atmosphere with peers and higher authorities satisfactory. In addition to this, expectations concerning additional and/or supplementary training, the use of their talent and capability, improve performance, etc were found to be fulfilled as need of the hour. However it is also to be noted that not all employees were equally highly satisfied with the matters referred. However few exceptions were cited like anxiety for Quantity and Quality, Promoting Creativity and Customer Orientation pointing towards the work culture existing in the company encircling a tough and invasive emphasis on output and performance leading to intense work schedules and rigid deadlines. Also more emphasis was laid on highly ethical and quality standards for customer satisfaction. However employees were supported through encouragement of opportunities to
portray their creative and innovative side, working as a tool to boost productivity in turn leading to organisational development.

- The researcher also has put an effort to focus on the areas like age, gender, tenure, education, seniority, etc with a view to verify any noteworthy differences existing between employee clusters. On evaluation, influence of such factors was clearly visible on employee motivation and job satisfaction. When taking into consideration the interpretation of the findings, differences often appeared to be of self-effacing reasonable significance.

- With respect to age, differences were found limiting to the vigour and enthusiasm. Apparent proclivity was visible when it came to Competition and Position holding. As age increases the employees were not as much motivated by competitive work environment. However it may perhaps be argued that as employee’s age increases over the time, the experience they gained by themselves through their knowledge and expertise, there is a less need to compete and time to find professional acknowledgement through alternative non financial sources, such as Status and Position hold. With respect to cooperative banking scenario, it appeared that as employees aged, they become customer oriented and friendlier with time. This is expected result
of maturity developed over the years of working in the same arena.

- Important influential gender differences observed were tasks given and General Working Conditions. For example, degree of motivation was higher in male employees as compare to female employees due to Fear of Failure at work. The study showed that male employees were more satisfied with both the existing tasks profile and Physical Working Conditions of their work environment. It could be deduced that the male employees have a elevated inclination and forbearance for the highly technical, hassled and usual type of work that also typify the research environment. Also they held lower expectations than the women who contributed more towards performing routine tasks under the pleasant working conditions. The research also indicated that male employees held stronger opinion than female employees on aspects like Concern for Employees, Equal Opportunities, Influential Decisions, Safety, Vertical Relations and effectual Communication. Whereas female employees perceived a stronger culture in the company than males in relation to Commercial Customer Orientation.
• Significant differences due to tenure of service were highlighted in the areas of job satisfaction, Decision-making and interpersonal Relationships. However job satisfaction levels were high in employees initially at the start of the job and it declined for few years of service and increased again for employees with 15 or more years of service. This echoed that employees in both the early and late stages of their careers tend to be more satisfied than their equals in the middle phase of their careers. Creativity, Novelty, Enthusiasm in the early years of the career boosted confidence and maturity and loyalty resulted from increased job experience in later years. In the middle years employees keep finding their feet and are experientially lacking confidence which might lean towards a decline in satisfaction. It also appeared that employees in more than 15 years of service groups held stronger views on the organizational growth and development and also holds superior and senior positions whereas the less than 15 years tenured groups were subject to routine sensitization towards existing work culture. With regard to interpersonal relations in the organisation, fresh employees held the strongest perceptions of both hierarchical and lateral relations between staff.
• Educational background of the sample population provided significant differences in their performance and productivity. Majorly it appeared that the cooperative banking industry consisted of only graduated employees. Higher education was seen minimum as they felt sufficed by their holdings whether financial or non-financial. The zeal to pursue studies ahead was found missing as they felt contented to what they get. Higher positions were occupied by either more experienced employees or as the current trend going on, young dynamic and highly educated human resource. Even for routine work, undergraduate employees were hired which in turn makes organisation go very low on educational human resources thus affecting performance and productivity.

They feel less motivated by Competition in the workplace due to qualification, position and experience. The findings also showed with reference to organisational culture perceptions that employees’ focal point on work volume and productivity increased with a higher educational background which also included equal opportunities amongst them. No other significant differences were observed for job satisfaction.
• Seniority played as the most important factor showing noticeable trends in the perceptions of the sample population. It was found in general, levels of motivation, job satisfaction, performance and productivity as the strength of organizational pattern increased in parallel with seniority. It was also found that as seniority increased, the extent to which respondents were motivated by Level of Activity also rises. It points innate sense that, in order for an individual to progress through the hierarchy in positions due to knowledge and qualification, they need to experience smart work rather than hard work and long fruitful working hours as motivating and rewarding. Also a trend was seen in the relationship between seniority and job satisfaction. Primarily, the seniority indexed significant differences on job satisfaction except for Task Characteristics where no differences were found. Secondarily, job satisfaction increased progressively as seniority increased, signifying that Top Management were the most satisfied as compared to middle and lower level management employees with respect to the general functioning of the organisation, the physical working conditions, training and development, social environment, interpersonal relationships, remuneration and compensation in context to input – output
considerations and other structures / policies of the firm. Credible grounds like for example, increase in responsibility and authority along with prestige and promotion opportunities usually associates with superior appointments innately accounting for higher job satisfaction and increased opportunity for decision-making and control. Also the extent to which creativity and innovation were encouraged increased as hierarchical level improved. Since this is an important responsibility of management at all levels of employment, such a finding was expected. Also sensitivity regarding the level of Concern for Employees and anxiety for their Career Development also increased. Going by the job profiles, Middle and Top Management must be concerned about their employees’ interests. Seniority was also linked with prominent views on the company’s stress on Performance Based Appraisals and rewards (financial and/or non financial) and Equal Opportunities for all.

- Association between employee motivation and job satisfaction need a vigorous activity and immersion in the work to the extent to which they will be motivated by achievement and avoid disappointment. It also adds in being motivated by a cutthroat work environment, by the chance to implement control and
authority and a vision to link between the self contribution as input and the expected outcome. The satisfaction level with reference to work environment, job content, and career prospects increases along with a number of motivational tools being incorporated in the environment. These included motivation by assigning considerable work load of utmost significance and stimulating work content, the push to achieve work success and avoid failures by continuous supply of financial and non financial incentives leading to expected productivity and exceptional performance in terms of growth and development. Overall job satisfaction and employee motivation involving the individuality of the jobs, their remuneration structure and other tangible / intangible benefits provided in the organisation were the most powerful.

Accumulating all the cited strata in brief, the study found relationship between employees’ demographic profiles and their levels of motivation and satisfaction at work, as well as their acuity about the culture prevailing in the organisation. Age had an impact on the performance and the motivational level of the employees’ but there was no connection seen with their experience of job satisfaction. As employees aged, less inclination was felt to be motivated by competition or other
Finding, Suggestions & Conclusion

objects. Also, older employees were more inclined than freshers to focus on commercial customer service for the welfare of the organisation. Hence it must be ensured in the interest of the organisation, performance and seniority systems are set apart and offer motives and incentives that appeal to employees of all ages. A mixture of older personnel’s experience with the fresher’s zeal to perform is the need of the hour.

Employee gender also displayed a noticeable influence. Particularly, men were more robustly motivated by a fear of failure than women, and more contented with the characteristics of their jobs and work atmosphere. They generally also held stronger views on encouragement by seniors, concern on professional ends, participation in decision making, interpersonal relations and promotions. Females, on the other hand, exhibited a stronger point of reference towards the company’s patrons and the organization’s viable standing in the industry. Therefore the organisation should ensure that employees are always motivated to achieve challenging goals not only by virtue of confronting the task, but also for fear of failing at completing them. It might also be prudent to explore why female employees tend to be less satisfied with their task characteristics and work environments than their male colleagues and address this unsatisfactory and potentially problematic situation, particularly. Also since women represent a large sector of the work
force in the industry, a positive vibe of respect, safety and security must be felt by giving encouragement through equal opportunities for all.

The study also cited that employees' term of service influenced their job satisfaction and so their levels of motivation remained unaffected by their years of service in the organisation. It seemed that job satisfaction was felt much better at the start i.e. with the freshers. Gradually it declined due to almost no movement in the work profile, compensation, monotony, etc. However it rises over the years after spending much time in the same organisation as they get use to the environment and systems existing. But nevertheless it is suggested that adequate attention should be paid to the needs and requirements of the employees to avoid jumps to seek alternative employment. As stated before, a competitive work environment and visible gestures on improved performance and achievement appear to be more valuable aspects that hold sizeable motivational value for freshers.

Level of Education attained also had an obvious effect on employee motivation and on their opinion of the organizational culture. The results of the study indicated that the level of more Meaningful, challenging and stimulating workloads has to be raised with the level of education attained. The management should consider the aforesaid when employing or promoting people and also when crafting job profiles and
the additional skills along with educational needs. The findings further suggested and recommended that the higher educated personnel needs to be given more opportunities in decision making and scheme developing as they tend to have stronger views on the organizational productivity and equal opportunities.

Seniority was another crucial factor affecting job satisfaction and also as a motivator towards improved performance. It comes into sight that seniority lead to increased level of energy and dynamism and also in their levels of satisfaction with the profile assigned and the work environment. With seniority they become more motivated by heavier workloads and deadlines.

Incentives whether financial or non financial worked as all time favourite motivators for the sample population. This tool must be used from time to time to get the desired outcome and retain the fruit giving workforce. It was found that the top level management was much influenced by non financial incentives whereas the lower level was influenced by the financial incentives. However the middle level workforce felt the need of balanced incentive approach to keep them going for the benefit of all.
5.1 Approach according to employee designation levels

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Top Level</th>
<th>Middle Level</th>
<th>Lower Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empowerment</td>
<td>17</td>
<td>137</td>
<td>22</td>
</tr>
<tr>
<td>Incentive</td>
<td>28</td>
<td>56</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>193</td>
<td>122</td>
</tr>
</tbody>
</table>

Table 5.1: Approach according to employee designation levels

Figure 5.1: Approach according to employee designation levels

It is clearly seen that top level management respondents were least bothered about the empowerment as a motivational tool as they were already the decision makers and the leads in their own respective banks.
Very few of the top level management were concerned about the financial incentives as a motivational tool.

On the other hand, the middle level management respondents were really concerned about motivation at workplace in terms of empowerment, appreciation of efforts and recognition of work done. Financial incentives are automatically derived if they are mentally satisfied with the working environment.

However the lower level staffs does not even know about empowerment or motivation. Also since the lower level staffs is generally seen on rotation or contract or temporary basis, they are just concerned about their own job security and timely payments which will suffice their personal needs.

From the above it is clear that employee motivation leads to job satisfaction in turn leading to organisations human resource performance, productivity and profitability. It is thus worthwhile that employees efforts at all levels should be recognised and appreciated with worthy considerations to positively affect organizational growth and development.

In summing up, the above findings provided powerful tools that marketing research organisations in particular may apply in their quest to provide an optimal fit between the personal characteristics of the
employees and the required amendments in the work profile and environment in order to bring about high levels of job satisfaction and motivation, which ultimately determine organisational development and survival to a large extent.

Thus empowerment for the employees was found to operate as a continuum, as the extent to which employees seek empowerment varies considerably. The innate feelings that employees have with regard to empowerment enable an insightful understanding of what empowerment means and the employee response to it and help in quantum performance of the organization.