DISCUSSION AND CONCLUSIONS

This chapter intends to show the link between the findings and the theoretical work. Furthermore, the discussion of the results will be included in this chapter. And finally the assessment of the reliability and validity of this research work shall constitute the last part of this chapter.

SUMMARY OF THE RESULTS

The primary objective of this research was to review the “role of motivation in talent retention & increasing productivity”. By using Maslow need theory of motivation as a foundation or basis the original need factors, which have over the years been modified by other researchers, were also adapted for use in this research. To be able to answer the research questions two purposes were developed for this research.

Firstly using the adapted factors, to determine a collective ranking order of 10 motivational factors and secondly, determine if there is any a similarity or significant differences from the results of the research and my preconception. A research questionnaire was prepared and administered among 200 employees of whom only 155 were usable.

Financial motivation we may all agree remains one of the problems and major concerns facing organizations before, today and even in the foreseeable future. Furthermore, organizations and those who work in them have over the years changed in what motivates them as employees. Available and numerous studies carried out shows that since the 1950s employee’s motivation have been the focal point of much management of organizations. Given the difficult nature of identifying how and what really motivates these employees it is paramount that these organizations find all means and ways possible to understand the motivational factors and to sustain them overtime for their general survival. Such an understanding
Conclusion

is the cause of low level of labor turnover, high productivity, and high profitability. In order for them to gain an understanding of what really motivates their employees an employee research such as this one may be used to gain insight to employees job motivation preferences. The respondents in this research ranked as top five factors that motivate them as future employees as follows: Job Satisfaction, promotions/expectations, Recognition, Good salary, and organizational/management styles. This research concludes that, these factors reflect the current state of affairs in terms of employees needs and implies that especially job redesign strategies may be used to reinforce and to motivate employees and employee retention today.

The most obvious and major findings emerging from this study is the clear indication of Job Satisfaction as a top motivator among today’s future employees. Strikingly, however is the ranking of a number of lower orders need factors rather than the growth (higher order need factors) among the primary and top five most important motivational factors.

Regardless of age and gender, respondents in this research seem to have a common interest or goal. This I believe may have some practical implications for organizations, but perhaps its provision and implications may not be as difficult because employees seem to have similar preferences and wants. That is, they want their work to be as satisfying as it could be. Generally, respondents in this research place high emphasis on Job Satisfaction and other factors, which that are largely of basic in nature. Therefore organizations that may provide such enabling environments facilitate and tirelessly promote these basic need factors could attract and retain high caliber employees. Harpaz argues that when work is “interesting and challenging, people are inspired to perform more than is obligated to warrant their instrumental attainments”. In other words, employees may put additional effort with the hope of reaching their potential and accomplishing worthwhile ends.

Therefore the availability of unavailability of such job factors may affect the worker and may influence the way the worker reacts towards the job. This may also in the long run ultimately affect the workers motivational level and consequently the workers performance or output on the job. Hence making jobs more interesting and
challenging and ensuring the availability of the primary motivational factors identified by this research, is not only crucial for satisfying workers' needs, but also it is requisite for maintaining productivity and ensuring the long-term survival of the organization.

The results of this study evidently show that it was mainly the growth factors (lower order needs), which were highly valued and given higher motivational importance than the traditional higher order need factors by the respondents. Maslow originally considered need factors such as recognition, promotion and responsibilities to be very important motivators. Wiley suggests that “these factors are longstanding motivators to employees' performance, and that the most successful method of motivating is to build challenge and opportunity for achievement into the job itself”. When it comes to the issue of money, which for me though was the foremost reason why people work or are motivated to work. Harpaz argues that the role of money plays in people's lives cannot be overlooked, since the main reason why people work is to secure income, which gives them buying powers and surpluses for savings. According to (Greenberg J. & Baron R Behavior in Organizations 8th edition Prentice Hall) “When it comes to motivation money isn’t everything” he argues that perks, although important ultimately motivate people less than doing interesting and important work. In this study, all the respondents irrespective of age and gender considered wages to be of motivational importance.

Available literature as well as the findings of this study, show that good wages has been consistently ranked among the top five factors that motivate every employee to do his job best, Although an important motivational factor has been identified as wages by previous studies. Nonetheless my general conclusion regarding wages is that, good wages should not be regarded as purely a basic need factor as in Maslow’s theory of motivation, but a factor that can lead to motivation and may have the potential to de-motivate employees. Put differently money can perform a dual role in motivating employees.

This research also concludes that the ranking of work-related factors that motivate employees may change over time and may differ significantly from one
person to another and also across different groups of employees. Furthermore, this research concludes that the important motivational value placed on each factor may vary according to age and gender. It is my belief that since the things or factors that motivate people to do perform best are distinct and different, learning about what workers want from their jobs, or what is more important for them, may generate essential information for effective human-resource management.

There by guarantying the long-term profitability and survival of the organization. Furthermore, such learning may help organizations to find answers to questions such as “why do some people invest greater effort in their jobs and why some people are more efficacious in their jobs than others”?

The overall conclusion of this research is that in general, Growth factors appeared more in ranking as motivational factors Deficient factors. Furthermore, this study also concludes that the motivational value placed on each factor may vary according to age and gender. This conclusion is highly supported by Nelson (2001) who presented that “what motivates people may vary from one person to another and may even vary over time with the same person” In sum, I would argue that the long-term survival of any organization depends largely on the motivation of its employees be it financial or non-financial. Therefore organizations should be willing to continuously and on regular basis, undertake employees researches such as this one in order to understand what their employees expects from their current job.

The result of such exercises could prove useful for the organization, because knowing what their employees wants and efforts in meeting these needs facilitate a mutual working environment for both the employees and its management. Finally, I believe the results of this study and those presented and discussed in this research could be useful in helping organizations determine what motivates employees or job-related motivational preferences of their employees today and in the foreseeable future.
CONCLUSIONS

Employee motivation and performance is very central in the management of employee within a company or organization. This is because it has a direct bearing on the company productivity or quality of services rendered. This intends has an impact on the company profits and continued existence. As a consequence, management most continuously put in place a veritable motivational structure so as to achieve greater performance. Due to the importance of motivation on employee performance within the business, it has led to a lot of academic writings. This branch of social science has posed a lot challenges to scholars, researchers and entrepreneurs. Because of the complexity and dynamism of this academic discipline, researchers have attempted to give a theoretical explanation on how best employees can be motivated and how this can lead to higher performance. Although these theories have extensively duel on how best employee motivation can lead to higher performance; we almost lost sight of the fact that theories cannot exhaustively explain human behavior and how best employees can be motivated to achieve higher performance. This is because theories are ideological and sometimes abstract and may aim at satisfying the curiosity of researchers. That is why theories must be purposefully used with a guided focus. Therefore the application of theories in social science must be well guided and the relevant parts of the theory applied to achieve the intended desire in motivation for high performance by a company.

The interviews and questionnaire in this report creates a practical link between the theoretical assumptions and the practical reality on how best employees can be motivated for higher performance at NIE India, Golden Divine, Genus Power, Bosch Ltd., Auto Pal. These create a realistic behavior on employee’s attitude to motivation and performance within the case study in question. The case study equally creates a link between the topic and the problem question, that is, why is money an insufficient motivator for high performance. This is a direct consequence of human behavior which certainly is affected by many factors. The dynamism of human behavior creates a dynamic approach to answer the problem question in this report. Therefore, money is a motivator but money alone will not adequately or exhaustively solve the problems of motivation for employee high performance in a company – NIE India, Golden Divine, Genus Power, Bosch Ltd., Auto Pal.
Communication:

- Recent years have seen firms place emphasis on communicating their message to employees. Communication in the opposite direction is rarely as effective.
- It is possible to improve lines of communication should employee insight reveal this to be an issue that needs to be addressed.
- Some firms use schemes that encourage employees to contribute their ideas on potential improvements. Others appoint people in roles specifically designed to listen in to employee opinion.
- Annual employee attitude surveys are a common occurrence in many sectors. While a few firms choose to conduct pulse surveys to measure the temperature on certain key issues.
- Conducting retention focused interviews every six months is a sensible way to keep track of the current state of play.

CONCLUDING REMARKS

This thesis was a design to understand employee’s motivation from the human resource management perspective. It would be unrealistic to say this project never had Challenges in the course of writing. This topic of study became an area of interest after the completion of the course on human resource management. With the development of interest when in this course when I did human resource management, I started to collect relevant literature on this subject area interest. It wasn’t all that easy to have the relevant theories that will be applicable to this research area. Since I gave myself enough time from the moment I develop an interest in this area study, I went to the library to read extensively on this subject area. With such extensive reading I was able to have the relevant theories and material to begin this research.

The research process was easy in initial phase. When the final write up phase began it was more complex from what I had in mind. But with the assistance from the supervisor, it was much easier to know what each stage of the writing entails. Having progress plan is not enough to enable the writer to meet up with appropriate timing with the thesis. Doing the right things alongside the progress planner will enable the writer meet up with each date limit. However, the entire research was an interesting processing with much concentration from the researcher and basically a coordinating orientation from the supervisors.