CHAPTER – 9
DISCUSSION OF FINDINGS AND CONCLUSION

The data analysis done brought out some findings and the researcher could make some significant inferences from it with regard to various concepts used in this study and their linkage. These inferences are presented in this chapter along with the evidences drawn from various literatures.

The industrial scene in India is very different from what we have seen a decade or more ago. Industrial growth is much faster now and also several new types of industries are evolving. Many of these new generation industries such as Information Technology (IT) are people intensive and they require large number of employees to meet their growth need. The traditional industries (such as manufacturing and construction) are also revisiting their people practices to develop and maintain the competitive edge. People factor has evolved as the most critical factor today when it comes to the sustenance, growth and profitability of organizations. IT industry has grown as the trade mark industry from India for the outside world and the people challenge faced by this industry is immense.

It is in the above context that the researcher has attempted to study the aspects of work motivation and the impact that demographic factors have on employee work motivation. The major theme of this study was about how demographic factors influence work motivation and whether the ‘intrinsic’ and ‘extrinsic’ motivational factors are relevant for different demographic groups. Objectives for this study were set and hypotheses were framed. Later, hypotheses were tested using statistical testing tools such as ‘One-way ANOVA and t-Test. Results came out from test analysis of the hypothesis have led to a set of findings. Those findings are listed and discussed briefly below:
9.1: Summary of Major Findings

The major findings of the study are stated below:

1. Demographic factors in general influence work motivation.

2. The motivational factors that drive employees of IT industry is not always the same for the employees of non-IT industry.

3. ‘Older’ age group of employees showed more ‘intrinsic’ bend of motivation when compared with ‘middle’ age group of employees.

4. ‘Managerial’ level employees showed more ‘intrinsic’ preferences of motivation when compared with employees who are ‘subject matter experts’.

5. ‘Female’ employees have higher ‘extrinsic’ preferences of motivation than ‘male’ employees.

6. ‘Female’ employees have higher ‘intrinsic’ preferences of motivation than ‘male’ employees.

7. ‘Professionally qualified’ female employees showed more ‘extrinsic’ preferences of motivation than ‘professionally qualified’ male employees.

8. ‘Professionally qualified’ male employee showed more ‘intrinsic’ preferences of motivation than ‘non-professionally’ qualified male employees.

9. Employees from Kerala showed more ‘intrinsic’ preference of motivation than employees from Karnataka.
10. Most of the demographic groups showed an ‘intrinsic’ preference for motivation when compared with their own ‘extrinsic’ preference for motivation (ANNEXURE of Intr Extru grouping)

9.2: Discussion of Findings

1. **Demographic factors in general influence work motivation.**

   One of the primary objectives of this research was to study how various demographic factors influence work motivation. Literature examination done based on the Western studies reveals that there’s a strong linkage of demographic factors to work motivation. According to Huddleston *et al,* (2002), the Western studies and management practice, emphasis that employee work attitude is likely to change with demographic factors such as age, gender, job tenure and education level.

   The test findings of this research (based on hypotheses framed) were not anything surprising. The model for this research which has been distilled from the literature study when tested, overwhelmingly supported that the demographic factors influence work motivation. However, it can not be said from this study that all the demographic factors tested had influenced the work motivation of employees.

   Kanfer and Ackerman (2004) suggested that age has impact on certain type of work motivation. This study re-confirms the above findings. ‘Age’ in this study has impacted a few motivational factors. Statistically significant difference was found for the motivational factors ‘growth’ ‘duty need’ ‘fair system’ and ‘fair management’. The details of the tests and its results are presented and discussed at length in Chapter 7 and Chapter 8.

   In a theory proposed by Freund (2006), there are differences in the motivation of younger and older adults. In this study the researcher observes that there are differences in the motivational factors that influence people of different age groups. ‘Growth’ seems to be a significant motivational factor for the ‘older’ adults of this study. Similarly employees
who belong to the ‘older age group’ scored statistically higher means for the motivational factors ‘duty need’, ‘fair system’ and ‘fair management’ when compared with the ‘middle age’ group.

‘Duty need’ seem to be a critical need for the ‘older’ adults (who here in this study are over 35 years of age) goes well with the theory proposed by McAdams (1998) and his colleagues. According to them, ‘generativity’ which is a motive pertaining to caring for others, parenting, and helping larger society and future generations, seemed higher for the middle aged adults. As per some of the accepted scales such as American Census, middle age begins at 35 years. The age grouping and naming was done in this study a little differently. The considerations the researcher has given for this study while deciding on the age grouping and also for naming this age groups) are a) the age composition in the industry especially the IT industry b) the life cycle changes in the employment community. IT industry is young people intensive for this industry ‘old’ people are people who are around 40 years. It is practically difficult to get a substantial number of ‘above 40 years’ from this industry for the study, as their number is very little in the IT organizations.

‘Growth’ can be seen as another significant need for the ‘older adults’ here. Some of the variables that cover this motivational factor ‘growth’ (eg: ‘I work because I want to do something new and path breaking, I work because I consider that my work is the best medium to express myself and realize the purpose of my existence, ‘I work because I want to be famous and I believe that I can achieve it through my work’, I work because I hold a responsible position, which is well respected) clearly cover the ‘self-actualization’ and ‘self-esteem’ needs as per the ‘theory of need hierarchy ’ by Abraham Maslow. According to Maslow, there are five needs in the need hierarchy and individuals move up in the hierarchy of needs when the lower needs are satisfied to certain extent. The five needs according to him are a) Physiological needs b) Safety needs c) Social needs d) Ego needs and e) Self-actualization needs. ‘Growth’ in this research covers both ‘self-actualization’ and ‘self-esteem’ needs which are higher order needs that occur after the substantial satisfaction of the other three lower order needs. So it’s pretty logical to
assume that in work life, the need for the higher order needs strengthen as the individual grows tenure wise and age wise.

When the testing was done in this study with regard to the demographic factor ‘work tenure’, the outcome obtained was similar to that of the test for ‘age’ except that ‘duty need’ was not there in the result. ‘Growth’, ‘fair system’ and ‘fair management’ was the factors that showed statistically significant difference. For all these three motivational factors, the higher mean score was for the ‘above 15 years’ tenure group. This finding, compliments the finding of the ‘age’ test. It can be inferred that ‘age’ and ‘work tenure’ impact work motivation. Also, for these two demographic groups (‘age’ and ‘work tenure’) the need for ‘growth’, ‘fair system’ and ‘fair management’ are important motivational needs.

According to Warr (1997, 2001), through late midlife, there is association between age and increased preferences for, physical security, job security, salary and opportunity for skill utilization. This could be linked to the observation from this study that for ‘older employees’ and employees who have work tenure ‘above 15 years’, motivational factors ‘fair management’ and ‘fair system’ are important motivational needs. ‘Fair system’ and ‘fair management’ are important in deciding one’s performance which in turn will influence the job security, salary and positions that would allow skill utilization.

Employees’ ‘level’ in the organization which is another demographic factor, was tested and test result revealed the linkage of this with work motivation. The statistically significant motivational factors observed in the tests were ‘growth’, ‘fair system’, ‘fair management’, ‘enjoyable work’ and ‘affiliation’. Interestingly ‘managerial’ group showed higher mean score for ‘fair management’, ‘fair system’ and ‘growth’. This matches the findings had earlier for ‘older’ employees and employees with a tenure of ‘above 15 years’. Mostly it is ‘older’ employees with ‘higher’ tenure who get into managerial ranks. So the findings for ‘older employees’, employees with ‘above 15 years’ work tenure and ‘managerial’ employees support one another.
When the ‘level’ of the employees was classified as ‘supervisory’ and ‘non-supervisory’, the test could not bring about any evidences on any statistically significant differences on work motivation. This explains that there is ‘no statistically different’ motivational factors that would distinguish ‘supervisory’ employees and ‘non-supervisory’ employees. Another demographic factor that was tested to find the impact on work motivation was ‘education’. The test results confirmed that the education qualification of employees impact their work motivation. Churchill *et al.*, (1979) in his research identifies that education has influence on work attitude as employees expect responsibility and reward change commensurate with education. ‘Growth’, ‘fair system’, ‘enjoyable work’ and ‘work life balance’ were the motivational factors which were statistically significant when tested for various education groups. Also testing was done based on the grouping of employees based on their professional qualification. In the result obtained, statistically significant outcome was observed for the motivational factors ‘growth’, ‘work life balance’, ‘duty need’, ‘affiliation’, ‘fair system’, ‘enjoyable work’ and ‘fair management’. Similarly, testing was done on classifying the women employees in the sample as ‘professionally qualified’ and ‘non-professionally qualified’. The observation was that ‘growth’, ‘money motive’, ‘duty need’, ‘affiliation’, ‘fair system’, ‘fair management’ and ‘enjoyable work’ had showed statistically significant result..

Here in both the cases the number of motivational factors that showed statistically significant results is large. This result is different from an earlier research conducted on library professionals. In that study conducted among professionally qualified and non-professionally qualified library personnel, no differences were seen on perceived motivation (Tella, 2007). The findings seen in this research has probably been influenced by the changes that are happening in Indian organizations now. Professionally qualified employees are compensated and rewarded well now. In the IT industry, the compensation and benefits offered to professional employees are very attractive. It is very different from how professionals used to be rewarded a few years ago. Also for professional employees the career path is brighter when they are good performers.
The only significant motivational factor, where the mean score for professionally qualified was high when compared with the ‘non-professionally qualified’ was for ‘work life balance’. ‘The packed and endless’ work schedules coming out from stringent deadlines is a known peril in IT industry. This could be the reason for the high mean score for ‘work life balance’ among professionally qualified employees. Most of the non-IT organizations today also have environment filled with ‘work pressure’.

When it comes to the ‘non-professionally’ employees, the scene could be a little different. In organizations such as IT, where the professionally qualified employees constitute the crucial work force, non-professionally qualified employees might not get as much as attention as the professionally qualified get. Professional employees enjoy the same privileges in non-IT industry as well.

Professionally qualified women had lesser mean score for all the motivational factors except ‘money motive’. This means, this category of employees have a high motivational need for material rewards. This somehow contradicts the findings in one of the earlier studies conducted among highly qualified Croatian employees (Poloski et al, 2008). In that study the job satisfaction was found to be high with the presence of non-material rewards. This means that non-material rewards can be instrumental for the motivation and job satisfaction among highly qualified employees. This doesn’t seem to go with the findings of this study. Here monetary benefit has come out as one of the significant needs for the ‘professionally qualified’ women.

‘Annual family income’ when classified on equal interval slabs of ‘2.5 lacs’ (starting with ‘below 2.5 lacs’ and ending with ‘above 15 lacs’) did not show any statistically significant difference on work motivational factors when tested among the various income groups. However, when tested for ‘high family income’ and ‘low family income’ groups, it showed statistically significant difference for the factors ‘fair system’, ‘growth’, ‘work life balance’, ‘money motive’, ‘fair management’ and ‘hygiene’. 
Gender influence on work motivation was tested and according to the result, statistically significant difference is for the motivational factors ‘work life balance’, ‘hygiene’, ‘engagement’ and ‘money motive’. For all these motivational factors, high mean score was for ‘female’ employees.

The finding of McKinsey and Company\(^4\) on women’s ‘double-burden syndrome’ seems fitting in well here. Here in this research, the motivational factor ‘work life balance’ covers variables such as ‘I work because I have the convenience of flexi-time working’, ‘I work because my organization helps me to maintain work-life balance’, ‘I work because my organization has the policy of allowing employees to work from home’, etc. Also the motivational factor ‘hygiene’ covers variables such as ‘I work because my organization provides transport facilities, which saves me time and offers me a lot of convenience’ and the like. For both these motivational factors (work life balance and hygiene) women scored higher mean score than men and this clearly shows the need that women have for them. The finding here direct to the fact that for a working women the challenge of managing work as well as home is huge. These are important aspects which should be considered by the HR practitioners and line managers when looking at motivational needs of female employees.

When the test was conducted to check how the ‘geographical factor’ (Kerala and Karnataka were the two geographical areas tested) impact work motivation of employees, statistically significant observation was seen only for the factor ‘engagement’. Cultural differences of these two places could be the reason for this finding. However, statistically significant factor is just limited to ‘engagement’ means that there is hardly any impact of the geographical factor in this study. This could be because of the marginal cultural and social differences that these two states of India have. Both are south Indian states which share a border. The socio-cultural differences could be marginal for these two states.
2. *The motivational factors that drive employees of IT industry is not always the same for the employees of non-IT industry*

This study gives insight on the work motivational factors that drive the employees of IT and non-IT organizations. It can be argued here that the motivational factors that impact employees of IT industry and non-IT industry (who belong to the same demographic groups) need not be the same. When the IT and non-IT data was put under rigorous testing, the results came out has supported the above argument. A brief discussion on the findings has been given in the following paragraphs.

When the testing was done for the employees based on ‘age’ classification, IT sample brought out the motivational factors ‘fair system’, ‘growth’ and ‘engagement’ as statistically significant factors. However, when the same was tested for non-IT sample, the motivational factors that brought about statistically significant difference were ‘growth’ and ‘work life balance’. Here ‘growth’ is the only common factor for both IT and non-IT industries.

The impact of ‘gender’ on work motivation was tested for both IT and non-IT organizations separately and the result showed that, ‘work life balance’, ‘money motive’, ‘hygiene’ and ‘engagement’ are the factors which are critical among the IT employees (of different gender groups) while for the non-IT employees it is only ‘work life balance’. ‘Work life balance’ is a common factor showed in both IT and non-IT results. However, the overall results for both the industries are not the same.

Similar test was done for the demographic factors ‘marital status’, ‘hygiene’, ‘level’ and ‘work tenure’ to understand how the impact of these factors are not the same on the work motivation for the employees of IT and non-IT organizations. The motivational factors that showed statistically significant difference when tested for ‘marital status’ in IT organizations were ‘work life balance’, ‘hygiene’, ‘fair system’ and ‘fair management’. But when tested for non-IT organizations it failed to bring about any results.
When ‘education’ was tested, ‘hygiene’ was the motivational factor that seemed to have statistically significant difference among the employees in the IT organizations. Wherein as for the non-IT organizations, it was ‘work life balance’. ‘Affiliation’, ‘fair system’ and ‘fair management’ were found statistically significant for the IT organizations when tested for ‘level’ of employees. For the same, the result when tested for the non-IT organizations was ‘work life balance’, ‘hygiene’ and ‘engagement’.

For the demographic factor ‘work tenure’, it was ‘fair system’, ‘growth’, ‘fair management’ and hygiene’ were the motivational factors that showed statistically significant differences among IT groups of employees. The same when tested for the non-IT organizations, it was ‘growth’, ‘fair system’, ‘fair management’ and ‘work life balance’ that showed statistically significant difference.

From these findings it is only logical to assume that it is not only the demographic factors that play the role in the work motivation of employees when it comes to these two industries of IT and non-IT. There could also be other factors that influence the work motivation other than the demographic factors. One of such factors could be the difference in ‘culture’ and ‘practice’ in these industries.

Another observation from the test results is about the motivational factor repeatedly occurred in the IT sample and non-IT sample. One of the motivational factors that came out as a significant motivational factor in most of the (five out of six) tests conducted for the non-IT sample was ‘work life balance’. Similarly, the two motivational factors that came out in most of the tests (four out of six) done in the IT sample were ‘hygiene’ and ‘fair system’.

Based on the above, it could be assumed that ‘work life balance’ is probably less practiced in non-IT organizations when compared with the IT industry. The employees working in the non-IT organizations might be struggling to manage both work and home. It is an important input for the HR managers and Line managers when it comes to decisions around employee motivational programs.
Similarly, for the IT organizations, the two motivational factors that repeatedly occurred in most of the tests were ‘hygiene’ and ‘fair system’. May be the expectations of the employees regarding ‘hygiene’ factors (‘Hygiene’ in this study include variables a) I work because my organization has good infrastructure, which makes life comfortable b) I work because my organization provides transport facilities, which saves me time and offers me a lot of convenience) is really high. IT industry project themselves as very ‘hygiene’ friendly but in reality, there could be several gaps. For example, inefficient transport service, unhealthy and monotonous food served in the cafeteria etc. Management need to figure this out to sort this.

3. *Older*’ age group showed more ‘intrinsic’ bend of motivation when compared with ‘middle’ age group

‘Older’ workers of this study show a preference for ‘intrinsic’ motivation over ‘extrinsic’ motivation. Tests conducted reveals that ‘intrinsic’ preferences of motivation is higher for ‘older’ adults when compared with ‘middle’ age adults.

However, it disagree with some of the ‘age and intrinsic/extrinsic’ studies done earlier. Results of some studies say that as one age the need for ‘job security’ increases. ‘Job security’ is ‘extrinsic’ in nature. Also according to another study (Deci, 1975), aging workers in Japan is more interested in ‘non-work aspects’ of work. This also is pointing towards ‘extrinsic’ type of motivational bend of the ‘older’ employees. One of the reasons for this contradicting finding regarding ‘age’ and ‘intrinsic’ motivation could be the age classification itself. In this research employees who are ‘above 35 years’ are taken as ‘older’ employees because in IT industry, the population is generally ‘young’ in nature. The numbers of employees who are ‘above 40 years old’ are very small in number. Also in this research the ‘life cycle’ change was also taken into consideration when this classification was decided.

Another reason could be that, in general, in today’s industries (especially in industries such as IT), many ‘extrinsic’ aspects of motivation (such as monetary benefits) are taken
care of. So for most of the employees such needs are relatively satisfied. This also could be the reason for this finding.

These findings give some insight regarding ‘how’ the motivational need of ‘older’ employees should be addressed. It can be said that they have requirements to do path breaking and creative things, need to be busy and engaged, need to do more enjoyable work and have the need to do things which are good for the society and younger generation.

4. ‘Managerial’ level employees showed more ‘intrinsic’ preferences of motivation when compared with employees who are ‘subject matter expert’.

‘Managerial’ level employees showed ‘intrinsic’ choices of motivation when compared with ‘subject matter expert’ category of employees. Among the ‘intrinsic’ motivational factors, managerial employees showed higher mean score for ‘enjoyable work’ and ‘growth’.

We have seen earlier that ‘older’ employees (who are employees above ’35 years old’) showed higher intrinsic motivation. Most of the ‘managerial’ level employees also might belong to this age group. As per a study, as people age and experience, the expectations from work also change (Brown and Peterson 1993; Jurkiewicz and Brown 1998). This influence the work motivation and this is evident in this research.

5. ‘Female’ employees have higher ‘extrinsic’ preferences of motivation than ‘male’ employees

6. ‘Female’ employees have higher ‘intrinsic’ preference of motivation than ‘male’ employees

The tests done brings out the above two findings. There are many literature evidences which emphasis that for a women, managing home and work is a huge challenge. This study also confirms this finding. Motivational factors such as ‘hygiene’, ‘work life balance’ and ‘money motive’ found to be critical for women in this research when
tested. All these factors are ‘extrinsic’ in nature. So this finding that women are more ‘intrinsically inclined’ than men is not anything surprising.

Female employees in this sample however, showed more ‘intrinsic’ preferences of motivation over male employees too.

7. ‘Professionally qualified’ female employees showed more ‘extrinsic’ preferences of motivation than ‘professionally qualified’ male employees
8. ‘Professionally qualified’ male employees showed more ‘intrinsic’ preferences of motivation than ‘non-professionally qualified’ male employees.

In this study, the impact of professional education on work motivation was tested. It was also tested for professionally qualified women employees.

Female employees here showed higher ‘extrinsic’ preference of motivation. Domestic requirements might be triggering more monetary needs for women. Also motivational factors such as ‘hygiene’ and ‘work life balance’ are critical for women to manage both work as well as home. Professional women employees cannot be any exception.

Women take professional degrees for its larger earning potentials. This might a prominent need for those women who go for professional degrees.

Professional education normally opens larger vistas and might influence people’s thinking. The insights professional education bring, can make people look at more than money (and other ‘extrinsic’ benefits) when it comes to job. This might be the reason for the ‘intrinsic’ bend of motivational preferences seen in professionally qualified men. Also organizations today take care of the ‘extrinsic’ needs of people reasonably well. This is especially true for ‘professionally qualified’ people in India.
9. Employees from Kerala showed more ‘intrinsic’ preference of motivation than employees from Karnataka.

When tested for the impact of ‘geographical region’ (based on Kerala and Karnataka), on work motivation it was ‘engagement’ which has come out as one of the statistically significant motivational factor that it different for both these states. The mean score of ‘engagement’ was more for the employees of Kerala. This was explained based on the cultural differences of both the places. May be a large number of employees in Bangalore, may not be preferring a ‘highly engaged’ job because of social, cultural and climatical reasons. When the mean score of ‘engagement’ was perused, it showed substantial difference between the Kerala and Karnataka sample. For the other ‘intrinsic’ motivational factors, the mean difference was not very huge for both the states except for the motivational factor ‘growth’. Karnataka has Bangalore which offer plenty of opportunity for the employees. Kerala is still in the process of growing and might not be offering as much as opportunities, as Karnataka offer.

10. Most of the demographic groups showed an ‘intrinsic’ preference of motivation, when compared with their own ‘extrinsic’ preference of motivation.

One of the points that came out from this study is that, most of the demographic groups when tested to know the impact it has on work motivation, showed higher mean score for ‘intrinsic’ motivation over ‘extrinsic’ motivation( the mean score for ‘intrinsic’ motivational factors were higher than the mean score for ‘extrinsic’ motivational factors). This is certainly pointing to the fact that, today organizations take care of several of the ‘extrinsic’ needs of the employees and that could be the reason why the ‘extrinsic’ mean scores of almost all the demographic groups are lower than that of their score for ‘intrinsic’ motivation. Several of the motivational programs are based on ‘monetary rewards’. The salary and other benefits offered to employees today are reasonably good. Also appraisal systems and other policies are framed to ensure transparency at all levels. Management also takes time out to communicate with the employees and to understand their concerns and difficulties. Cafeteria and transport facilities are offered by most of the organizations. Employees are given ‘flexi time’ options and ‘working from home’ options to balance work and home. Team work is encouraged and fostered to bring in
mutual support. In general the ‘extrinsic’ motivational factors such as ‘money motive’, ‘hygiene’, ‘work life balance’, ‘affiliation’ ‘fair management’ and ‘fair system’, that were considered in this study are addressed relatively well by the organizations than the factors ‘growth’, ‘engagement’, ‘enjoyable work’ and ‘duty need’ which were grouped as the ‘intrinsic’ motivational factors.

We have seen theories that money related motivation plans primarily ensured only attendance. Monetary benefits might not help sustain ‘motivational’ drive. Monetary based ‘motivational’ programs might bring only ‘short term’ motivation. Though this researcher will not rule out the significance of money in meeting most of the needs in the ‘need hierarchy of Maslow’ including that of ‘ego needs’ (for example, even to meet external self esteem one needs money) and ‘self-actualization’ (for example, one might need money even to start a social organization), it is important to understand that certain type of ‘game plan’ which is ‘intrinsic’ in nature to be incorporated with the ‘extrinsic’ motivation in order to obtain the desired results.

9.3 Contribution of the Study

a) Larger number of demographic variables taken for the study

The studies that were done on demographic factors and its influence on motivation are limited. This is especially true for India, as the number of such studies are very limited. There are two demographic factors that were studied reasonably well across the world and they are ‘age’ and ‘gender’. But here the researcher has included other vital demographic factors such as ‘marital status’, ‘education’, ‘level’, ‘work tenure’, ‘annual family income’ and ‘geographical area’ also for the study. This inclusion will give larger perspective on demographic factors and its linkage to work motivation.

b) Inclusion of new variable

Considering the changes in the business and social environment, the researcher has included motivational variables that are relevant today. The outcome of the motivational factor ‘work life balance’ (on doing the factor analysis), can be explained based on this inclusion. Relevant variables related to ‘work life balance’ has been included in the
questionnaire, primarily because of the entry of huge number of women in the workplace today which is very different from the employment scene that we had a few years ago.

c) Study in both IT and non-IT industries

The researcher here studied the impact of demographic factors on work motivation and the study was done in the IT and non-IT industries. Hardly any such studies are done in the IT industry. Here the researcher is comparing the perspectives of IT and non-IT industries. This has been planned to obtain valuable insight on the industry difference with regard to work motivation of various demographic groups.

9.4 Management Implications

Empirical evidences here appear to support that ‘demographic’ factors have substantial influence on work motivation. The researcher believes that this study has contributed a new direction to debate on the importance of demographic factors on work motivation. Within the sub-groups of most of the demographic groups, there were motivational factors that brought out statistically significant differences. This means some motivational factors that are critical for a demographic group need not be the critical motivational factors for another demographic group. These findings will give clear idea about what are the critical motivational factors for each of the demographic groups. This would give a starting point for the HR practitioners and line managers to look at motivational initiatives with a fresh perspective. From the current practice of ‘blanketing’ motivational initiatives for all employees, this study will give directions for devising initiatives that is suitable for various demographic groups.

Another important management implication is in understanding the ‘extrinsic’ and ‘intrinsic’ aspects of motivation. For most of the organizations, ‘motivational initiative’ means monetary related plan which is clearly an ‘extrinsic’ motivational factor. In this research it was observed that not all the demographic groups are ‘extrinsically’ inclined with respect to motivation.
One of the reasons for organizations to think in terms of ‘money’ and other ‘extrinsic’ factors, whenever motivation is discussed could be because it is easier for organizations to design motivational programs around ‘extrinsic’ factors (also they can be better controlled and can be implemented easier and faster).

This study also reveals the difference in motivational factors that were observed among the employees of similar demographic groups who belong to the two different industries studied here- IT industry and non-IT industry. This difference that has been observed here is a revelation. It is not only the demographic factors that were found influencing the work motivation of employees. It is also the industry. There are substantial evidences to believe this. This input has a strong management implication. While this finding can guide the HR practitioners and line managers regarding how to motivates employees of various demographic groups who belong to IT and non-IT industries, it also gives direction to explore more on the reasons for such industry differences.

To substantiate the industry difference, it would be interesting to mention a critical finding here. From the tests some motivational factor/factors have evolved as industry specific motivational factor /factors. For example, one of the motivational factors that came up as a significant motivational factor in most of the (five out of six) tests conducted for the non-IT sample was ‘work life balance’. Similarly, the two motivational factors that came out in most of the tests (four out of six) done in the IT sample were ‘hygiene’ and ‘fair system’. This indicates that for some demographic groups is ‘non-IT’ organizations, ‘work life balance’ is an important need. In a way, it can be assumed that ‘non-IT’ organizations need to work the ‘work life balance’ initiatives.

Similarly, for IT organizations ‘hygiene’ and ‘fair system’ are critical motivational needs for some demographic groups.

9.5 Limitations of the Study
a) India is a big country and the study done in South Indian states of Kerala and Karnataka might not give a national picture.
b) Non-IT industry covers many different types of industries such as services, manufacturing, finance, consulting, construction, mining, trading, hospitality, health etc. All these types of industries are not included (due to difficulty in accessing) in the research sample of this study. So the results of this study may not represent the entire non-IT type industries.

c) Age classification was done a little differently looking at the age composition of the IT industry. This might bring in difficulty in comparing the results with the results of the previous study.

d) The study was restricted to the executive category employees of the IT and non-IT organizations in Kerala and Karnataka. Therefore the result of this study cannot be generalized for other category of employees.

e) The employee perceptions and their state of mind during the time the survey was conducted would have impacted the responses and this was not controlled by the researcher.

f) The IT sample size is much larger than that of the non-IT sample which may have some impact on the overall sample analysis

9.6 Directions for Future Research

Though this research finding clearly say that industry-wise difference exist when it comes to demographic factors and its influence on work motivation, there is further scope to explore the differences. In this research ‘non-IT’ industry was taken based on a ‘blanketed approach’. Among different ‘non-IT’ industries there are huge cultural differences. For example, a construction industry might be very different in terms of culture when compare it with new generation ‘Banking or Insurance industry. Similarly, the type of people recruited also could be different for different non-IT industries. So it would be meaningful to take a single non-IT industry and then compare the same with the IT industry to know specific industry related details.
Another area which would be useful in exploring further will be the geographical
differences on work motivation. When it was tested for Kerala and Karnataka, there was
statistically significant difference for the motivational factor ‘engagement’. Another test
revealed that employees of Kerala are more ‘intrinsically’ inclined than employees of
Karnataka. Further exploration on geographical impact on work motivation can be
planned with expanded geographies such as ‘Northern states Vs Southern states’,
Southern states Vs Western states’ etc. This might help in understanding such
geographical differences and also the reasons for such geographical differences.

‘Marital status’ is another demographic factor that needs further study. Here in this
research, ‘marital status’ as a demographic factor did not bring about any statistically
significant result when tested for ‘overall sample’. The same was the case when tested for
‘non-IT sample’. However, when tested for IT sample it has brought about statistically
significant observation for a few motivational factors such as ‘work life balance’,
‘hygiene’, ‘fair system’ and ‘fair management’. This difference would be interesting to be
further explored. Also the studies available on linking ‘marital status’ to motivation are
almost nil. This also another strong reason why it should be further explored.

*Some tables in Chapter1, 3,6,7 and 8 run into multiple pages*