CHAPTER – 5
SUMMARY AND CONCLUSIONS

5.1 SUMMARY
5.2 CONCLUSIONS
5.3 LIMITATIONS OF THE STUDY
5.4 IMPLICATIONS OF THE STUDY
5.5 SUGGESTIONS FOR FOLLOW UP
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SUMMARY AND CONCLUSIONS

5.1 SUMMARY:

The present investigation is a study of predictive efficiency and moderating effect of growth need, organizational health with reference to job involvement and work motivation of industrial employees. Many different kinds of efforts have been made by the researchers to find out the variables or factors which motivate the employees. As we know, motivation and the job involvement is the resultant of various attitudes and temperaments of the employee toward the job itself. It is expected that the employees should have high motivation and high level of job involvement to get more production. A highly job involved person demonstrates a strong desire to be at work. Nevertheless for this the organization should provide proper work environment and should have proper organizational health to motivate the employees.

Organizations are not always clear and sure as to which rewards their employees consider as most important. They also differ in giving priority to various values of the organization. And hence different employees need different treatment and different rewards as well as incentives. By all means, the employees must be motivated to get more production. That is why one of the management's jobs is to channel employees' motivation effectively toward achieving organizational goals.

As we know the organization exist in relation to environment and it continually striate to cope up with the same environment. Failure of adjustment with environment leads to many problems and that are the signs of poor health of the organization. The
organizational health refers to the organizations ability to identity and adjusts to the requirement for change influenced by internal as well external factors. The concept of organizational health is concerned with the capacity of organization to cope up with various demands of employees & various conditions of the socio-political environment. The two factors namely work motivation and job involvement of the employees are very crucial factors in an organizational set up. These two factors have tremendous impact on the performance of technical and non-technical employees at large. In the present investigation an attempt has been made to examine the relationship between growth need and work motivation as well as job involvement. It also examines the relationship of perceived organizational health with work motivation and job involvement.

5.2 CONCLUSIONS:

Following are the main conclusions drawn from the present investigation.

1. The technical employees were found having high level of motivation compared to non-technical employees.

2. No significant difference was found between supervisors & managers in relation to motivation.

3. The growth need is found having significant predictive efficiency in predicting work motivation among technical and non technical employees.

4. No significant difference was found among the employees having different nature of work & type of employees in relation to work motivation.
5. The growth need is found having very strong predictive efficiency in predicting motivation among technical and non-technical employees.

6. The growth need is found having significant predictive efficiency in predicting motivation of supervisors and managers.

7. The technical & non technical employees having more growth need have shown higher motivation compared to the employees having less growth need.

8. The technical employees were found having more level of job involvement compared to non-technical employees.

9. No difference was found between supervisors and managers in relation to job involvement. Both the categories have shown nearly the similar level of job involvement.

10. More job involvement was found among the employees having high growth need compared to employees having low growth need.

11. Technical supervisors & managers were found having more level of job involvement compared to non technical supervisors & managers. This shows the positive effect of nature of work on job involvement.

12. The growth need is found having significant predictive efficiency in predicting job involvement among both technical & non technical employees.

13. The growth need is found having significant predictive efficiency in predicting job involvement among technical and non technical supervisors.
14. The growth need is found having significant predictive efficiency in predicting job involvement among technical and non technical managers.

15. Technical employees having high perceived organizational health were found having high level of motivation compared to non technical employees. It means the nature of work exert influence on work motivation.

16. No difference was found between the technical & non technical supervisors (combined) and managers (combined) in relation to work motivation with reference to perceived organizational health.

17. The technical & non technical employees having high level of perceived organizational health were found highly motivated in comparison to employees having low level of organizational health.

18. The technical employees having high level of perceived organizational health were fund highly motivated compared to employees having low level of organizational health. Similar type of result is also observed in non technical employees.

19. The level of perceived organizational health was found having significant predictive efficiency in predicting motivation among supervisors.

20. The level of perceived organization health was found having significant predictive efficiency in predicting motivation among managers.

21. The technical employees were found having high job involvement compared to non technical employees.
22. No significant difference was found between supervisors and managers in relation to job involvement.

23. The employees having high organization health have shown higher job involvement compared to employees having low level of perceived organizational health.

24. No significant difference was found between technical supervisors & managers compared to non technical supervisors and managers in relation to job involvement having perceived organizational health.

25. The perceived organizational health have shown significant predictive efficiency in predicting job involvement among technical & non technical employees.

26. The supervisors having high level of organizational health have shown high job involvement compared to supervisors having low level of perceived organizational health.

27. The managers having high level of organizational health have shown high level of job involvement compared to managers having low level of perceived organizational health.

28. The growth need have significant moderating effect in relation to work motivation of technical supervisors and managers

29. The growth need has shown significant moderating effect in relation to job involvement of technical supervisors and managers.

30. The growth need was found to have a significant moderating effect in relation to work motivation of non-technical supervisors and managers.
31. The growth need was found to have a significant moderating effect in relation to job involvement of non technical supervisors and managers.

32. The organization health was found to have a significant moderating effect in relation to work motivation of technical supervisors and managers.

33. The organizational health was found to have a significant moderating effect in relation to job involvement of technical supervisors & managers.

34. The organizational health was found to have a significant moderating effect in relation to work motivation of non technical supervisors & managers.

35. The organizational health was found to have a significant moderating effect in relation to job involvement of non technical supervisors and managers.

5.3 LIMITATIONS OF THE STUDY:

The broad aim of any research is to make generalizations from the findings related to the sample and to apply these findings to the population or universe from which the sample is randomly drawn. This requires computation of data and deciding parameters with statistical techniques. However, such techniques and process of generalization in any research has its own limitations like sampling error, statistical error. The investigator of this present study is fully aware about the limitations of the study. The limitations of the present study are as under:

1. The study was carried out in pharmaceutical & engineering industries, the results of the same may not be applicable to each and every type of industries.
2. In the present study only male employees are included so it can not be generalized for female employees.

3. The sample is drawn from industries situated in Gujarat state, so it's results may not be applicable to whole country.

4. Geographical and cultural factors are not taken into consideration. the sample is selected from available employees in the industry, irrespective of looking into their cultural, religious background.

5.4 IMPLICATION OF THE STUDY:

The present study focuses on the relationship between growth need and work motivation as well as with job involvement. It focuses on relationship between organizational health and work motivation as well as with job involvement. The findings of this study will be helpful to the management of the organizations to prepare a profile of the employees as to how many employees are having high growth need and what is the perception of the employees regarding the organization health.

The results of the present study will be useful to the management regarding what kind of employees are to be selected so as to get more production, because in the present study it is seen that employees having higher growth need have shown higher level of work motivation and higher level of job involvement.

The results of the present research have at least two implications for the management, first, the human relations in modern industrial organization are very crucial so the management should take care of it. For maintaining good human relations, the organization has to maintain good organizational health, secondly, it is easy to handle a machine but difficult to handle human being. The management should take care to motivate the employees to get
more production. Highly motivated & involved employees must be treated differently & they should be given more salary and more fringe benefits so as to achieve the organizational goal very effectively.

Organizational health is an important factor leading to high level of involvement & motivation. Therefore, management should introduce healthy practices and required norms and should take necessary steps to improve the quality of work life in such a way that each employee get maximum happiness and involvement in their life.

The results of the present study indicates that, the management has to take care in selecting employees. The employees those who are having high growth need should be selected because the growth need act as a very powerful instrument in generating high motivation and high job involvement.

In short the results of the present study may be useful to the organization as to what kind of employees are to be selected and how they should be handled for better results.

5.5 SUGGESTIONS FOR FOLLOW UP:

1. Different studies have been used methods of measurement and analysis of motivation & job involvement. Researches are therefore needed to evolve still more objective and comprehensive tool for the measurement of motivation & job involvement, as well as measurement of organizational health.

2. It is also suggested that the present job involvement inventory and work motivation questionnaire should be applied to different categories of employees of different organizations like textile industry, hospitals, university etc.
3. The relationship between nature of job, type of employees and job involvement be studied using personality or other variables as a moderator variable.

4. There are number of social and situational factors which affect individual's perception regarding organizational health, regarding the work out come. These factors cannot be taken for granted. These other factors, therefore, needed to be taken into account for evaluating the work motivation and job involvement of industrial employees.

5. It is also suggested that the further research follow up may be taken on hand with different sample, as well as by using some different techniques for data analysis, like multivariate techniques, regression analysis partial correlations etc.

6. It is suggested to the prospective researcher that more appropriate procedure for selection of sample and administering the tests be adopted. Before administering the tests to a large sample, it should be applied to a small sample for pilot study.

7. It is suggested to the prospective researcher that different groups based on different culture and different religion may be selected so as to know regarding the effect of cultural variation and also the effect of different religion. By knowing this cultural & religious effect different cultural group may be formulated to archive efficiency of the organization.