Chapter Five
Discussion and Interpretation
Discussion and Interpretation

In the present study, stepwise multiple regression method was applied to analyse the data, which had the power of isolating the predictor variables in sequence which could have significant influence on workers total job motivation.

Job motivation among overall textile industry workers was significantly predicted by problem solving adequacy; morale social values; mixed values; prestige values and extrinsic values respectively. These results are there due to many causes. An employee is motivated to work when the feelings of well-being, satisfaction, and pleasure to work for organization arise and when he can perceive organizational problems and at the same time is able to solve them. Any organization is believed to be healthy, if it has conducive environment, it comes up with the problems, contributes to positive attitudes. Positive evaluations of organizational attributes lead to organizational and individual effectiveness and productivity (Sayeed, 1980; Jadeja, 1995). Almost all the work values emerged predictors of job motivation, indicating work values to be an implicit factor in determining job-motivation. This is very true since values expectations have a bearing on human relations (Shah, 1969).
A deeper analysis of the present investigation reveals that overall organizational health, communication adequacy; overall work values; social values and prestige values predicted job motivation of technical group of workers. These results are very obvious in the present context. Communication is the magic wand in the world of present day corporate management. It becomes more necessary in managerial/administrative positions as when open and two-way communication travels both vertically and horizontally throughout the organization, and then only it may work in a smooth and orderly manner. Managers have to relate meaningfully to others in social situations. They influence subordinates by applying authority and power. Thus prestige value is an important work value for them as they are the leaders of their organizational team. In a culture specific country like India, the level of management has very little to do with value system (Ganesh and Malhotra, 1976). The growth of the management values becomes ideal for the subordinates (Weiss, 1978). Work values are able to motivate employees and contribute to positive outcomes (Steiner, Gregory, 1987).

For the non-technical group of textile industries workers, adaptation, problem solving adequacy; morale; goal focus; overall
organizational health; extrinsic values; mixed values and social values emerged as predictors of job-motivation. This may be attributed to the fact that, since the non-technical group of workers are lowly educated and are unskilled or semiskilled, they have shown such a pattern in the results. Most of them have temporary jobs, so for them there is a necessity to accept and support organizational goals and objectives, and at the same time tolerate stress and maintain stability. The value pattern which they follow also exhibits their job insecurity. The length of job has no influence on job motivation (Alam, S., 1993).

Furthermore, when technical and non-technical workers were compared for the variable of organizational health as a whole, as-well-as dimension wise, a non-significant difference was observed which contradicted the previous findings (Meenakshi, 1998) but is true for a noble and culture specific country like India. A significant difference was seen between work values of technical and non-technical workers. The technical group of workers scored higher as compared to non-technical group of workers both for overall and dimension wise comparisons of work values. This is so as the technical workers are basically managers who hold conformist values, are conscious and willing to accept personal responsibility (Ganesh and Malhotra 1976). It is also ascertained that higher qualification is associated with higher
commitment to work. It is less clearly associated with an expressible work orientation. (Rose, Michael 2005).

The variable of job-motivation again had a significant difference between technical and non-technical workers. Non-technical workers had low job-motivation as compared to technical group of workers. This is so as non-technical group of workers fall under low income group (LIG), whereas technical group of workers belong to the middle income group (MIG) or high income group (HIG) respectively. Hence, due to low monetary incentive their motivation reduces (Chiu and Randy, 2000). Non-technical group of workers belong to low socio economic strata of society, which keeps individual’s social identity as salient. The reduction of self-actualization imparts low job-motivation among non-technical group of workers (Haslam, Clare and Turner, 2000). The technical group of workers has freedom to manage things which they believe to be within their sphere of influence. This high level of autonomy enhances their job-motivation too (Sufficool, Tammi, 2002).
Implications of the Study

Results of the present research have special implications for the management. Many research evidence demonstrates positive evaluations of organizational attributes which directly or indirectly leads to organizational and individual effectiveness and productivity (Sayeed, 1980; Jadeja, 1995).

The obtained findings yielded some more suggestions. Summarizing the findings reported earlier it can be implied that organizational health and work values have an enhancing affect on job motivation of workers. It was also observed that, high organizational health raised the job motivation of both the categories of the textile industry workers. On the other hand, good work values increased the job motivation of the employees/workers.

Conducive organizational health leads to a harmonious work environment and positive work culture. This in turn leads the organization on the path of profitability; growth and development (Peterson and Wilson, 1998). Management practices that create the culture are what matters to organizational success (Pfeffer, 2001). Similarly, growth needs also depends upon work values (Friedlander, 1965).
Limitations of the Study

The findings of the present study are significant in many ways but they have their limitations. Since, this study was conducted in private sector organizations; the predictors that have emerged may not be applicable to public sectors. If the study is extended to other organizations as UPSEB, SIDBI, PWD, PHE et cetera, it may reinforce our findings.

Now-a-days, organizational health and its influence on employees' behaviour have been emphasized. It can be seen that organizational health may be taken as an independent variable to assess its influence on job motivation. The second independent variable is work values. The work values also have an influential effect on employees, behaviour at work place. Work values are often related to compensation systems that motivate employees, so it is also used to assess its influence on job motivation. Job motivation has been a topic of interest for researchers because innumerable factors especially situational ones affect them. But in our investigation, we have taken it as dependent variable because we want to investigate the effect of organizational health and work values on job motivation.
The findings of the present investigation lack its generality as the sub-samples being highly unequal in size fail to give consistent results. The researchers on such problems are of its high applicability as proper management of organizational health and work values are most likely to enhance motivation at work and subsequently productive efficiency in organization.

Summarizing our suggestions, we may be permitted to say that larger samples and varied nature of organizations together with the addition of new independent/dependent variables should be undertaken to study employees’ job motivation.

Further, it is also suggested that this type of research can be conducted on the samples of various groups of employees working in banking, railways and other industrial sectors with regard to job motivation.