CHAPTER VI

LIMITATIONS, RECOMMENDATIONS AND CONCLUSION
Motivating employees can be one of the biggest challenges for an employer. Constant pressure to increase productivity, profitability, and revenue growth can often overshadow the importance of how an engaged workforce can positively affect corporate performance. This study advances our understanding on the significance of much required work motivation and suggests a new approach towards increasing awareness and improving employee motivation.

One of the main aims of this study was to provide a tool for motivation that was of practical use to the management that would consider the uniqueness of each employee within the organization. Such a tool should go beyond the existing framework and allow those responsible for motivating a workforce to experiment with the newer approach and evaluate its likely positive effects upon motivation and performance.

For this purpose it was necessary to understand the perceptions of employees and management with regards to nature of motivation and the motivation needs of each employee. The study was presented in different chapters. Chapter - I on Introduction has focused on the Indian business scenario with changing needs and concerns of the management in managing business. Chapter- II on Historical perspective has given the various theories of motivation and also the evolution of motivation concluding with reasons for the non workability of those theories in managing motivation.
Chapter- III on Literature review has dealt with deeper understanding on the nature of motivation and suggesting a new approach towards managing motivation.

Chapter - IV on Research design of the study focused on the objectives of the study, operational definitions, hypotheses, tools, sample description and procedure.

Chapter - V has reported the Results and discussion based on the results obtained and tables generated with the help of SPSS package. The data was analyzed keeping in mind the hypotheses.

Chapter - VI has concluded by providing recommendations and stating limitations.

Post studying the literature on motivation and data gathered to analyze the hypotheses the study suggested that

- There was a difference in the nature of motivators across three Levels of Management.
- There was a difference in the nature of motivators across three Organizations, while two organizations shared the same set of motivators with varying degrees.

1) Limitations

a) The subject of motivation is extensive and vast. Therefore, investigating all aspects of it was not possible due to time limit and the enormous research that already existed. The researcher has therefore delimited the research by investigating only the nature of motivators that are significant for employees in the IT & ITeS industry.

b) This study has been restricted to the IT and ITeS Industry.

c) The study has included a smaller sample size (50) from the Senior level management as the top rung professionals taper to the top of the
hierarchy and reduces in number.

d) It was extremely difficult to get consent from organizations on participating in the survey. Therefore, this study has been limited to only five organizations.

e) The HR survey was a very difficult task, as the HR personnel were not ready to share their futuristic plans with regards to motivation.

f) This study has not considered variables like age, gender, marital status and many others, which could have an impact on employee motivation.

2) Recommendations

The concept of employee motivation is not at all a new idea. It has been around as long as there have been employees and employers. While the concept itself is not new, new research and awareness have made new aspects of employee motivation not only a possibility, but a reality in the world today.

The Profiler, through this research has been established as a Motivation tool that will help employers understand the key motivators that drive their employees. This research started out with the objective of focusing on employee motivation, subsequently it was discovered that the tool can also be effectively used as a Recruitment and Retention tool. The Profiler tool could be modified to incorporate more relevant information which could benefit the HR dept.

Different employees have different beliefs, preferences, attitudes, values, backgrounds and thinking. Therefore, it’s critical that the organizations become aware of the diversity of workforce and establish what motivates each employee at their stage of employment. It’s important that the organizations understand why they need to have a motivated workforce? The answer is survival. Motivated employees help organizations survive. Motivated
employees are needed in a rapidly changing work environment. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most significant and complex. This is due, in part, to the fact that what motivates employee’s changes constantly.

Thus the Motivation Mapping tool, (‘The Profiler’) will enable HR professionals to understand employee / potential employee needs at various stages within an organization and serve as bedrock for some significant HR processes. The Profiler will evaluate the specific needs of every individual employee within an organization.

3) Role of Profiler
a) Motivation
i) The profiler will identify the key motivators for the employee at every career stage.
ii) It gives managers understanding on how to manage people who have different motivational needs. Over a period managers can build up a systematic picture of what motivates the people working around them.

b) Recruitment
iii) The Profiler will create a ready to use database of potential employees. The profiler will be the qualitative information bank; wherein human resource departments can match existing vacancies with applications that have been surveyed in the past. This will help the HR dept to supply the right kind of people to the needy department in half time.
iv) The Profiler will help identify if the prospective employee considered to fill a particular vacancy has the required technical, professional and
managerial capabilities required to perform the functions associated with that job efficiently.

c) **Retention**

v) The Profiler will map a career graph of the potential employee and helps the HR dept to chart out the future role of the person within the organization and the goals thereof.

a) **Profiler as a Motivation Tool**

The traditional concept of personnel management was based on a very narrow view of human motivation. The basic assumption underlying that view was that human beings are primarily motivated by comforts and salary and necessary attention may be given to rationalize these, so that people don't get dissatisfied.

It is now being increasingly realized that people working in organizations are human beings and that their contribution to the organization is much more than that of any other resource is being used. This positive view of people working in the organization as an asset with unlimited potential is the core of the concept of the human resource system. Therefore, it's important to make sure that good people who are selected for the organization continue to remain with the organization, that they are appropriately motivated to give the best they have, and that their commitment to the organization is high.

Every person has different qualities, attitudes, motives, personality traits, skills, knowledge etc. which affects their performance at work. Organizations, in order to facilitate excellence in the performance of the people are required to identify the right motivator for each employee and improve the performance of that employee. Knowing an individual’s profile, a
manager can then tailor a motivation method for that person. For instance, if a manager is considering giving an employee a raise and their profile shows that creativity motivates this person, then the manager should reward accordingly, not with a raise. A happy employee is a more productive and content employee. So what makes an employee happy with their job? A good salary, with good benefits and a good work environment only go so far. Employees want job satisfaction, they want to feel like they are a part of something and that their contributions are appreciated. Understanding their goals and visions will help the company in building their career path.

The Profiler will engage proactively and encourage employees into talking their long-term career aspirations which will become the basis of a strategy on how to retain employees. By finding out what people’s dreams and goals are, you can help them use the time they are with you and your unit to continuously build skills and competencies they will eventually need. You can also help them explore opportunities in other places within your organization. People sense it when you are truly interested in their long-term aspirations versus your own business agenda; this fact usually builds loyalty and trust.

b) Profiler as a Recruitment Tool

Recruitment is the foremost and a key step in the selection process of any Organization. It is a focused process directed to obtain appropriate human resources whose qualifications and skills match functions of the relevant posts in that Organization.

The effectiveness of many other HR activities, such as motivation and training depends largely on the quality of new employees attracted through the recruitment process. Most problems concerning human resources commences when recruitment is not handled properly. Wrongful recruitment can lead to resignations, low motivation, poor performance. One wrong person selected
for a given job can cause a host of problems in an organization. The criticality of selection increases as one goes up the managerial hierarchy. A wrong person selected to handle a higher managerial position can block the functioning of other departments and managers. If he is not fit to handle the responsibilities given to him, he may become a source of frustration for others working with him and is likely to cause problems later. An organization should therefore ensure that suitable people are recruited even if it involves some amount of investments.

c) **Profiler as a Retention Tool**

IT is one of the industries with the highest attrition rate. The challenge facing these organizations is how to keep this as low as possible. Hiring the best people is one thing. Retaining them is another. Today, managers are eager to retain good employees. When organizations invest a lot in their employees, the organization creates a very valuable asset, and they naturally want to hold onto them- and keep them motivated.

Motivation Mapping will provide long lasting solutions and could benefit organizations if used as an ongoing process that needs to be continually assessed and tweaked rather than using it as a one time selection tool. It would prove beneficial if organizations invested time and efforts trying to figure out changes in the employee needs, preferences and expectations over a period of time.

4) **Conditions for successful Motivation Mapping**

While having understood the concept of motivation mapping, it is also very essential to understand the factors that must be taken into consideration for successful employee motivation.
Management must understand that they are dealing with human beings, not machines. One has to be extra careful when human minds are involved. Many systems, strategies or ideas fail at the organizational level as they have not been implemented in the appropriate manner. One reason why systems fail to work in an organisation is because they are introduced in haste, without necessary preparation either before or after introduction.

In such cases, attention to process is very important. Essential groundwork is very crucial to get all the necessary detailed information regarding the process. Once there is more clarity with regards to the approach, framework, precautions, limitations it is easier to deal with concerns that crop up during the implementation stage. After a new system is introduced, problems are ought to surface, but the awareness regarding it helps finding appropriate solutions that would work for their organization. Consultants in designing and control systems take these process aspects into account and attend to the needs during and after the introduction of the system.

The following are the guidelines for successful motivation mapping

a) **Determine the Directions**
   It is necessary in the beginning to be quite clear and focused about where the organization wants to go. The direction of the organizational progress is very crucial. This stage is about identifying where one wants to be. An open discussion about new directions and the approach to achieve it must be established.

b) **Management Support**
   The success of any new system works only when the management team truly believes in its approach, workability and benefits it will get to the organization and to it employees. The management has to take
enough efforts to develop the same degree of belief with regards to introduction of the system in the minds of the employees.
If the management itself seems doubtful regarding the system, it will not be able to pull in enough amount of enthusiasm, energy and the much required proactive approach from the employees.

c) **Do your Homework right**
The introduction of a system requires preparation. The system needs changes not only in the orientation and attitudes of the people in the organization, but also in the skills which are needed to implement and use the system. In the absence of these, the system is likely to fail. As the system is being introduced, these needs may be identified and steps taken to meet them. Various concerns may arise if the skills and competence to run a system are lacking. The problems may arise if necessary training does not precede the introduction of a system. However, in the name of such a preparation, the introduction of a system should not be postponed indefinitely. While problems are going to be part of the process, the managers must have the ability to do quality problem solving without any negative impact on the employees.

d) **Action**
If an organization argues that it will introduce a system only after necessary conditions have been achieved, it may have to wait forever. Problems, interruptions are all a part of the game. Once the process is initiated the system does get positive response and the surfaced problems can be taken care of with the support of specialists. Once the journey has started the focus should and will shift on the maintenance of the system and taking feedback with regards to the overall approach and what modifications can be done.
e) **Be Prepared for crisis**

The introduction of a system would produce certain changes. There may be two kinds of consequences about which the organization should be clear and be prepared. Changes may produce some disturbing symptoms in the organization. The introduction of a new system may create confusions, give rise to suspicion, create doubts, and aggravate problems of communication. This may be an unavoidable part of the change which is never smooth, easy, and pleasant. Such reverse may appear especially when progress is not according to the schedule. Managers may report that their feedback and counselling sessions have not been as good as they anticipated they would be in the beginning, the quality of counselling was probably very good but later they found that this was not so. Such reverses should not arouse anxiety. It should be understood that reverses are likely to occur and the organization should be prepared to deal with them and move forward.

f) **Have a Compass**

Monitoring mechanisms in the implementation of the system is necessary. At each step, enough information should be collected about the progress of the system and about the direction in which it is going. An individual or a small group of persons may be given the responsibility of monitoring the progress. From time to time, meetings of various groups may be called to discuss such problems and their solutions. The problems should be studied to make the system effective in the organization.

g) **Develop Internal Experts**

It is necessary that while a system is being designed and implemented there is enough external expertise which increase with the development
of the system. A system cannot be implemented with the help of external expertise alone. Outside help may be useful, either in the beginning or at a later stage, when some dimensions need attention. However, continuous work will have to be done through internal resources alone. If enough attention is not paid towards developing such expertise in the enthusiasm of accepting a system, the system is likely to fail.

To sum up, a positive attitude, a need to bring about better future, having the best interest of the total organization at heart and focused & persistent efforts is all one needs to be successful.

5) **General Suggestions**

a) Larger sample could facilitate in drawing generalization, covering wider spectrum of population.

b) The study could be conducted to study the changes, if any, in nature of motivation amongst employees within an organization.

c) The study could consider other variables impacting work motivation i.e. Age, gender, marital status, geographical locations.

6) **Conclusion**

The Indian IT Industry is one of the most high profile and widely tracked industries of the economy. And not without reason. The industry has grown at a scorching pace over the past few years, showcasing Indian technical and managerial talent to the world. It has probably created more millionaires than any other industry, and has been instrumental in giving India some serious economic leverage in today’s highly globalized world, where interdependence among nations is not a choice, but an imperative. With its low cost and high skills base, India has been the destination of choice for global corporations
looking to cut costs and become more competitive through creating a sustainable competitive advantage by the strategic deployment of technology in their respective organizations, which is in sync with their overall business objectives.

In this regard, the top-rung companies are making sincere efforts to start providing better services to their clients, and delivering more ‘returns per IT rupee/dollar of investment’ to them. Taking Infosys just as an example, a close look at its annual report reveals that an increasing proportion of its revenues are being earned from providing ‘high-end’ services like package implementation, systems integration and IT consulting.

The Indian software and BPO industries are at a critical phase in their respective industry lifecycles. There are huge opportunities for growth and expansion, and in the next few years, one can only expect to see a higher level of growth in these industries. Companies with scale, size, and a solid reputation of seamless execution will prove to be the key beneficiaries of this growth, and are expected to witness greater increase in business, and hence, provide good value for investors looking for solid, fundamental growth opportunities. There has been a slow but steady move up the value chain which is imperative if they want to compete, and not get bogged down due to certain commoditization of services at the lower end of the value chain.

Services like IT consulting are where the industry needs to aim at, not only to grow in scale and size, but also because of the fact that competition at the higher end of the value chain is lower, since entry barriers are high, owing to the fact that these services require a high level of skills to provide. It is due to this reason that many organizations testify that their employees are their most valuable
resource. This is especially relevant in the service industry. Customers often base their perceptions of the service on the quality of the interaction with service personnel. For this reason it is essential that the employee is motivated to consistently deliver a high quality service experience to the customer. Motivation is especially important when employees operate in a boundary spanning position, as this involves high levels of stress and burn out.

Organizations need motivation more than ever. There is a constant need to motivate employees to work harder, longer and better than the previous day, inspite of all the efforts taken by organizations, the human capital remains the most underutilized resource and a large amount of human potential lies untapped as not all individuals have the same needs and desires, and the success of a particular motivational technique will depend upon an individual’s personality, occupation, and cultural background. By understanding human beings and providing the appropriate environment it is possible to harness that latent power within the human being, which will make all the difference between success and failure in the time to come. One way of harnessing success would be hiring of employees that are self-motivated which is crucial to the success of any business. If an employee is motivated from within, then the “motivator” aspect of a manager’s job is less difficult. Having an employee who is internally motivated can be considered almost as an answer to a prayer in some cases. However, for the other employees who lack the motivation characteristics, businesses are getting creative in finding ways to motivate them.

There are many different things businesses can do in regards to motivate their employees. Things such as extra vacation time, bonuses
for successful completion of jobs, free lunches and flexi time are just a few examples.
The IT industry as a whole has provided an excellent physical work-environment. It needs to continue to be a leader in providing these facilities, including food, fitness and sports facilities. While these “add-ons” are not inconsequential, work satisfaction through achievement motivation, self development prospects, creative approach, recognition for job well done, having strong social bonds through meaningful relationships with co workers and strong support in the form of friendly HR policies will surely work wonders for motivation & retention. Providing these is critical, and is of particular importance in the IT sector, where attrition rates tend to be high for just these reasons.

It is managing motivation processes like these across multiple audiences has come to be known as People Performance Management—an emerging business field that focuses on achieving financial success through a strategic approach to people throughout the organization. Like motivation, retaining talent has also been a major challenge for companies, especially in a growth boom, when a lot of “seduction” of employees between one company and another is commonplace. It is important to identify the key talent early on and concentrate on retaining them. Organizations should not only focus on high performers alone but even average performers who represent major investments in terms of training and hiring costs. It’s time that managers throughout the organization regardless of their functional department, be proactive in managing various people concerns and provide solutions rather than hold the human resources professionals responsible for people concern arena.
The final solution lies in the stabilization of business and availability of trained and matured manpower in abundance and which may bring a long lasting solution for the high attrition. More of committed people at all levels will help this industry to stabilize, grow and add value to the economic growth. Thus, all this calls for a new paradigm shift in the approach. Unlike in the beginning, when global corporations viewed India as merely a low cost base, today it is being viewed as a business power house that can actually deliver tangible business benefits to their enterprises, through the strategic deployment of technology in their organizations, aligning it to their business objectives, and viewing it as a long term partnership that will grow and add greater value for both parties.

Finally the bottom line is that people come to work because they want to work—not just to play games and have parties. Beyond the money, people expect more and more out of their work today. They want to contribute; they want to see that their contribution is making a difference; they want to learn; they want to grow; and they want to feel that they are part of a successful enterprise that is making a difference in the world. It’s achieving these kinds of satisfactions that really keep people coming back to work every day. Employee motivation is enhanced most when organizations creatively and appropriately employ a multitude of motivators. It is also worth noting here that any program developed should be kept simple – in an age where people are increasingly busy, constantly pressed for time and often stressed, the program needs to complement. The old proverb “Tell me, I will forget; show me, I may remember; involve me, I will learn” rings true in modern communications and sums up the approach that should be adopted – inspire people and engage with them to achieve results.
However you do it, do it. Let the employees know that they are valued for the contribution they make, that they are appreciated for their work and that growth of every employee is as important as organizational growth. Motivation, that’s called.