CHAPTER – V

SUMMARY AND CONCLUSION

Introduction
The rationale of this study was to check the relevance of the Frederick Herzberg theory in the current business scenario. This learning was also extended for checking repositioning of motivators and hygiene factors. During the initial phase of study ‘organizational effectiveness’ was acknowledged as a factor to be added in the motivators’ list of dual factor theory. Thus in all 10 dependent variables were identified and studied on the basis of Herzberg’s theory. This chapter summarizes the findings presented in the previous chapter. It also discusses limitations, managerial implications and scope for the further research.

Overview
This research was carried out for checking the relevance of Frederick Herzberg theory in the existing business situation. The various studies based on Frederick Herzberg were explored to get more clarity on thought process related to this research work. The pilot study helped in identifying factors that needed to be considered. The primary data was collected by using questionnaire method from ten industries situated in and around Pune. The data of 522 valid respondents were analyzed to test the hypotheses. Testing of hypotheses was carried out by using z-test and Garrett ranking technique was used to find out most noteworthy factor which makes impact on employee motivation. Following factors were considered for the study - job itself, salary, supervision, interpersonal relationship, performance management system, working condition, company policies and administration, training and development, welfare measures, and organizational effectiveness. The analysis was made separately for each industry as well as for each level of employee. Finally overall analysis for individual industry and all the employees together was carried out to get collective results of the study. The outcome confirmed relevance of Herzberg theory in today’s business environment.
Conclusions
This study delved into finding out significance of Herzberg theory in contemporary business settings. It can be stated that there is a need to reposition the motivators and hygiene factors considering different industries.
Employees from any organization expect proper valuation of their contribution towards organization. The outcome of study revealed the importance of performance management system. Training and development remained as motivator for all the type of industry under study. Organizational effectiveness was added in the motivator’s list which was identified during this study. It consisted of factors like change management, career growth, knowledge sharing and employee retention. These factors are integral part of current business situation. The only exception was in the case of Information Technology industry, where knowledge sharing is essential as a hygiene factor. Job importance (one of dependent variables of job itself) again came into sight as an essential factor (hygiene factor) for the construction industry.
The results are indicative of the fact that salary is an imperative factor irrespective of industry type. Hence it is essential for the organization to pay more attention while deciding salary for their employees. All other hygiene factors i.e. supervision, interpersonal relationship, working conditions, and welfare measure remained as hygiene factors. It shows inevitability of these factors for the business houses.
The motivational aspect also varies with employee hierarchy levels. The analysis showed that executives values their job i.e. importance of their task for the organizational achievements. In the case of middle level employee’s performance appraisal matters much. Whereas when it comes to top level employees, their contribution plays critical role in the organization, so expected salary structure by these set of employees should be at par with industry standards.
Thus on the basis of discussion and outcome it can be concluded that irrespective of dynamic changes in the business scenario over a period, Herzberg’s theory retains its importance for understanding motivational aspects of employees working in various industries. In spite of whatever may be the criticism Herzberg’s work have been extremely influential in the field of job design and methods of management to provide job satisfaction and motivation.
Managerial Implications

i. **Performance Management:** The present research shows that an appraisal is one of the important attribute for the employees working in various industries. The analysis based on Garrett ranking technique also indicates that performance management is most influential factor. It is expected that performance appraisal system should acknowledge and recognize employee performance appropriately. It is suggested that while designing or modifying employee appraisal system, employee involvement may play vital role which will lead to increase and boost employee motivation and consequently the performance.

ii. **Salary:** Right Salary for the right person is the most debated issue in case of any type of organization. The salary related decisions are influenced by contribution of employee for the achievement of organizational goals, expected performance, designation and value for the money. Hence at the managerial level, it becomes difficult task to decide appropriate salary. The findings are indicative that salary structure, comparable salaries and performance related incentives/bonus should be decided and assigned properly by the managers depending upon the types of organization and organizational structure. It reflects an increase in employee motivation. It can be also suggested that, salary system should be reviewed and revised periodically to attend its effectiveness.

iii. **Organizational Effectiveness:** Organizational effectiveness is a result of employees’ trust in the management. A successful organization should be transparent and allow employee participation. This research indicates that the parameters viz change management process, awareness about career growth, measures for talent retention and knowledge sharing; act as motivators. Today’s workforce is dynamic in nature and looks for personal growth along with organizational growth. Hence it is necessary for the manager to ensure transparency and employee participation for organizational betterment.

iv. **Welfare Measure:** Welfare measure is the second influential factor in the ranking scale. It signifies importance of employee relation with organization. Managers can act as mediators or may be able to bridge the gap between employees and top management. It divulges in enhancing employee morale and keep employee motivated for longer time.
**Scope for Further Research**

The study can be further extended for the industries like Retail, Media, Advertising and Education which are emerging as new business avenues. As the mall system is becoming popular among the people, the applicability of this theory can be tested for the employees working in various malls. The other industries like aviation and shipping may also be considered for the study.

The research instrument used for this study was questionnaire survey. It may be possible that, structured interviews of the selected respondents will add more dimensions to the study.

The scope of identified motivator i.e. organizational effectiveness may be increased by adding factors like industry contribution in CSR activities, freedom for feedback to top management, encouragement for women employee, facilities and safety consideration in the case of late working hours and its impact on employee motivation.

Further, this research study is based only on Herzberg’s Motivator-Hygiene’s theory. Other theories such as Maslow’s Need Hierarchy theory, Alderfer’s ERG theory, Vroom’s Expectancy Theory, etc. were not taken into consideration. A comparative study may be possible by considering other motivational studies.