Chapter VII
RECOMMENDATIONS, LIMITATIONS OF THE RESEARCH
AND TOPICS FOR FURTHER RESEARCH

7.1 Recommendations
Committed, involved and self-driven employees have become the need of the hour today. In the highly competitive environment of the 21st Century, only those organizations that perform will survive. This will be possible when they are able to generate, maintain & sustain the interests and motivation of the employees.

The research was aimed at finding out the relative importance of the motivating factors as against the hygiene or maintenance factors. The data collected through the questionnaire, personal interactions and indepth interviews has established & proved the hypothesis which states the significant role played by non monetary incentives & intrinsic factors in motivating the employees.

Based on the research and its findings, here are certain recommendations which would prove useful to the organizations and their management in effectively achieving their objectives.

Recommendations for Top management:-
Transparency & open communication – It is not sufficient to just display mission & vision statements of the organization. The employees should be told about the performance & achievements as against the targets, plans for future expansion and diversification if any and similar other aspects. The employees should be encouraged to express their views / opinions without fear of reprisal. Along with the downward communication the important channel of upward communication should be made use of. Undue emphasis on secrecy
should be reduced. It is quite understandable that certain amount of secrecy in some areas (like R & D activities) may be necessary but it should not prevail everywhere and every time.

**Employee empowerment**

Barring certain key policy decisions which need to be taken by the top management, more and more decisions should be taken at the implementers’ level. This step of decentralization will enhance their involvement. It will initiate thought process of the employees and innovative ideas / concepts will start coming from them. It will help to develop their communication and listening skills. When they own the decision, naturally it will enhance their commitment to it. It may not be possible to implement each & every idea but they will have a satisfaction that they are at least heard by someone at Top level. Ricardo Semler’s book ‘Seven Day Weekend’ would be useful in this direction.

**Creating opportunities for growth & development**

Providing salary & other fringe benefits may lead to ‘no dissatisfaction’ of the employees. The management may be able to buy industrial peace. However creating a conducive climate for growth & development of the employees which will also lead to career growth is essential. It will result in their ‘satisfaction’ which is a high positive feeling. Tying up with certain university or institutes for MBA, MTech and similar examinations will certainly help in this regard. Reimbursement of tuition fees and other expenses and rewarding suitably afterwards will go a long way in motivating the employees. Of course these days large no. of organizations do take similar initiatives.
Systematic & proactive training interventions-

Training which can be defined as imparting knowledge, developing skills & reorienting attitudes for individual development & organizational effectiveness has become an essential factor in today’s workplaces. It is not considered as expenditure but as an investment. Systematic training can facilitate learning, hone the skills of the employees, accelerate their development & growth. However the more significant part training system has to play is to bring out an attitudinal change i.e. to change their mindset, so that they get fully committed & involved in working. It can also groom the future managers to handle senior positions. It can nurture their growth & develop the leadership qualities which are highly essential for effectively discharging their duties. Thus training system can certainly play a very important role in motivating the employees & making them self driven. But these interventions need to be done systematically to derive the desired results.

Developing pride for the organization & pride for the nation -

When the employees develop a sense of pride for the organization for which they work, it will automatically enhance their performance. In that case whatever they do, the organization will be at the core, the focus of every activity will be the organization. The employees then will not do anything that will tarnish the image of the organization. Moreover they will do everything to enhance it. It applies more in respect of those who are sent abroad by the organization. Here they will have a dual responsibility to protect & enhance the pride of the organization as well as national pride. Their motivational level will be very high and in a way they will become ‘goodwill ambassadors’ of the organization and the nation.
Having concern for the employee and his / her family members-

If the organization takes care of the employees / their families in exigencies, it creates permanent emotional bonds. It is essential to have & exhibit concern for them and share specially moments of agony and despair. It becomes more necessary whenever the employees are either abroad or away from place of residence for official duties. In that case the employees stay with the organization through thick & thin.

Recommendations for middle management-

All the above recommendations also apply for those in middle management as they are the vital link between the top management & the managers at junior level & non managerial employees. However in order to discharge these tasks effectively, they have to develop their own employability. This can be achieved if they work systematically & proactively for their own development. These efforts may be in the areas of academic education & honing their leadership skills.

7.2 Limitations of the research work –

The research is related to motivation and it being a very vast topic, has numerous dimensions. As such the study has been focused on significance of non-monetary incentives & intrinsic factors in motivating the employees. A very large no. of employees makes the job difficult & beyond individual reach. As such the study is centred on the Junior & Middle level managerial employees so as to narrow the field. The sample of 250 is very small as compared to the large no. of population. This is a limitation of the research work. However it is taken up as a pilot project. In case an organization, chamber of commerce etc. decide to conduct such an extensive survey in respect of large no. of employees, the findings can be corroborated. Nevertheless this limitation has been eliminated to a certain extent by
collecting the questionnaire from 25 respondents each from 10 select sectors in and around Pune. These 10 sectors are chosen both from manufacturing & service industries. It has been tried to have a variation by picking them up from public sector, private sector and co-operative sector. The activities also vary from Banking, IT, Hospitality, Health care, Engineering & Telecom. Thus a balanced mix of different types of industries has been attempted to have a better and wider coverage.

In addition to the questionnaire, personal interactions with 20 respondents (2 each from these 10 sectors, picked up at random) have been conducted so as to have their views/ opinions in detail.

Further indepth interviews of four Chairpersons/ CEOs of eminence have been organized. These personalities, who are considered as authorities in their respective fields have shared their invaluable views on the various aspects of motivation. Their experience, expertise & vision has added a weightage to their views.

Thus by adopting a three pronged strategy, it has been attempted to overcome the limitation of the research study.

7.3 **Topics for further research**

As discussed earlier the canvas of motivation is indeed very vast. Abundant literature in the form of books, articles & research has been published till todate and it would continue in the years to come. New dimensions, views & thoughts would also keep on emerging. While carrying out the research study, various topics & themes flashed on which further research could be carried out. Some of these probable topics are given below.
1) Motivational aspects of blue collared and non-managerial employees. Their contribution to the organization is significant. However it appears that much remains to be done in respect of this important resource.

2) Comparative study of motivational levels among the male & female employees.

3) Extent of motivation in the employees working in India & abroad.

4) A comparative study of motivation among those employed in Multinational and Indian large scale organizations.

5) A study of effectiveness of various measures initiated to arrest attrition.

6) A study of the factors that motivate the people to become Trade Union Leaders. It would be seen that the Trade Union Leaders are also leaders in their own field. They exhibit remarkable skills in communicating, negotiating and motivating their members. The incentives they draw may be more on the side of non-monetary ones. This could be studied as a separate topic for research.

Similar aspects in respect of employee motivation in the same line of activity in different organizations, geographical areas can be taken up for research.