MOTIVATIONAL ASPECTS OF WOMEN EXECUTIVES IN NCT OF DELHI: A STUDY OF SELECT NCR UNDERTAKINGS

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SUMMARY, CONCLUSIONS
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CHAPTER-5

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1. Introduction

Today, it is neither the industry nor the government sector that drives the economy. The spending and investments of the household segment have become the motivating force of the urban industrial economy. The growing economic power and autonomy of the woman is giving her greater supremacy in the boardrooms also. Men have controlled the corporate world till date but are now being forced to consider with the fact that women can now contribute to corporate profits in the similar ways.

Women's half of the world population, have always worked in all types of society in each part of the world since the beginning of human life.

Their integration in the development process of a nation economy in the fullest possible measure is must for atleast two reasons. Firstly, it will make possible full utilisation of domestic resources. Secondly, it will help in distributing benefits of economic development between genders more equitably.

The number of working women in urban areas is the highest in 25 years every morning about 2.5 crore urban women set out to work in India they march from their homes to garment factories, banks, and financial institutions, IT companies, BPO offices, schools, and colleges, retail companies, and so on in search of a livelihood. Independent women have been an important engine of growth and in developed economies, women produce 40% of official GDP.

The role of women has evolved drastically since their resistant advert into the corporate world through "soft" jobs, more in keeping with their roles at home - stereotypes like "caring" jobs such as labour welfare, cosmetic jobs like public

relations and receptionists, creative jobs like advertisement and subordinate/ subservient jobs like secretarial/ clerical jobs.

Today, however, women have integrated themselves into every field of activity and every kind of industry smoothly and skillfully whether travelling for most of the month or accepting transfers, they have become performance oriented, sincere, competent, and persevering as their male counterparts, if not more. The conventional misgivings with regard to their capabilities to handle the conflict between the demands of the home, family, and profession are redundant and irrelevant in the present context.

Various research studies have identified a number of reasons for increased proportion of female workers. Some of these factors are: women liberalization movements, greater opportunity for women, higher motivation, change in the family life styles, greater education attainment, change in labour legislations, late marriage and pregnancy by choice, more useful curriculum, a rising acceptance of the working women, a desire for higher living standards, increase in household's technology, etc.

5.2. Objectives of the study

The objectives of the study were:

1. To study the relevance of Herzberg theory of motivation in term of hygiene factors and motivational factors on motivational level of women executives in NCT of Delhi.

2. To study the relevance of McClelland theory of motivation on motivational level of women executive in NCT of Delhi.

3. To study the correlation between the state of being and motivational level of women executives.

5.3. Hypotheses of the Study

The hypotheses for the study have been framed with respect to above mentioned specific objectives:

- HO1: Null Hypothesis: Herzberg theory of motivation in term of hygiene factors and motivational factors has no relevance on motivational level of women executives in NCT of Delhi.

- HA1: Alternative Hypothesis: Herzberg theory of motivation in terms of hygiene factors and motivational factors has relevance on motivational level of women executive in NCT of Delhi.

- HO2: Null Hypothesis: McClelland theory of motivation has no relevance on motivational level of women executives in NCT of Delhi.

- HA2: Alternative Hypothesis: McClelland theory of motivation has relevance on motivational level of women executive in NCT of Delhi.

- HO3(i)a: Null Hypothesis: There is no statistically significant correlation between positive personal values and the motivational level of women executives.

- HA3(i)a: Alternative Hypothesis: There is statistically significant correlation between positive personal values and the motivational level of women executives.

- HO3(i)b: Null Hypothesis: There is no statistically significant correlation between potentially limiting personal values and the motivational level of women executives.

- HA3(i)b: Alternative Hypothesis: There is statistically significant correlation between potentially limiting personal values and the motivational level of women executives.

- HO3(ii)a: Null Hypothesis: There is no statistically significant correlation between positive current culture values and the motivational level of women executives.

- HA3(ii)a: Alternative Hypothesis: There is statistically significant correlation between positive current culture values and the motivational level of women executives.

- HO3(ii)b: Null Hypothesis: There is no statistically significant correlation between potentially limiting current culture values and the motivational level of women executives.

- HA3(ii)b: Alternative Hypothesis: There is statistically significant correlation between potentially limiting current culture values and the motivational level of women executives.

- HO3(iii)a: Null hypothesis: There is no statistically significant correlation between desired culture values and motivational level of women executives.

- HA3(iii)a: Alternative Hypothesis: There is statistically significant correlation between desired culture values and motivational level of women executives.

- HO3(iii)b: Null Hypothesis: There is no statistically significant correlation between potentially limiting desired culture values and motivational level of women executives.

- HA3(iii)b: Alternative Hypothesis: There is statistically significant correlation between potentially limiting desired culture values and motivational level of women executives.

5.4. Research Methodology

The present work is an empirical research based on both primary and secondary data. The sample of 240 women executives consisted of senior women executives and managerial personnel from all the departments of the various organizations. The study employed the following measures: measure of motivators and hygienic factors (Herzberg two factor theory) scale, measure of 'what motivates you scale' by Steers and Braunstein (1976) originally developed by McClelland (1961). Culture

transformation tools developed by Barrett (1998) has been used to measure the consciousness level of women executives.

5.5. Sample Description

More than 80 percent of the respondents are in the late twenties or thirties. All women executives are graduate and have professional degree. A majority of the respondents (56 percent) are married. 67 percent of the women executives belong to nuclear family set up, 33 percent women executive live in joint families. 90% of the respondents believe that their relations in the family are always or most of the times or sometimes harmonious. Out of total 418 female members, 280 are earners and 138 are dependents. More than 90% of the women executives have monthly salary income of more than 80000 rupees.

5.6. Data Analysis Techniques

SPSS software 16.0 version has been used. We have used descriptive statistics, correlation analysis, and curvilinear regression analysis.

5.7. Research conclusions

Table 5.1 shows the summarization of the results of the hypotheses testing. Number of conclusions have been drawn based on the outcomes and findings of the study.

Table 5.1. Summary of the Null Hypotheses Test

Null hypotheses	Descriptions	Results
HO1	Herzberg theory of motivation in terms of hygiene factors and motivational factors has no relevance on motivational level of women executives.	Reject
HO2	McClelland theory of motivation has no relevance on motivational level of women executives.	Reject
H03(i)a	Correlation of Positive Personal Values to Hygiene Factors to Motivational Factors to Achievement Need to Power Need to Affiliation Need	 Accept Accept Reject Accept Accept
H03(i)b	Correlation of Potentially Limiting Personal Values to Hygiene Factors to Motivational Factors to Achievement Need to Power Need to Affiliation Need	 Accept Accept Accept Accept Accept
H03(ii)a	Correlation of Positive Current Culture Values to Hygiene Factors to Motivational Factors to Achievement Need to Power Need to Affiliation Need	 Reject Reject Reject Reject Reject
Null hypotheses	**Descriptions**	**Results**
H03(ii)b	Correlation of Potentially Limiting Current Culture Values to Hygiene Factors to Motivational Factors to Achievement Need to Power Need to Affiliation Need	 Accept Accept Reject Accept Reject
H03(iii)a	Correlation of Positive Desired Culture Values to Hygiene Factors to Motivational Factors to Achievement Need to Power Need to Affiliation Need	 Accept Accept Reject Accept Accept
H03(iii)b	Correlation of Potentially Limiting Desired Culture Values to Hygiene Factors to Motivational Factors to Achievement Need to Power Need to Affiliation Need	 Accept Reject Accept Reject Reject

THE FIRST OBJECTIVE is to study the relevance of Herzberg theory of motivation in terms of hygiene factors and motivational factors on motivational level of women executives in NCT of Delhi. The mean of the motivational factors (4.45) are much stronger both in value and standard deviations, than the mean (4.27) of the hygiene factors.

The highest mean score for the motivational factor was for the factor "recognition and appreciation" with the mean score of 4.65. Similarly the highest mean score for the hygiene factor was for the factor "A satisfying personal life" with the mean score of 4.64. The result is consistent with the Herzberg two factors theory of motivation. Herzberg's theory concentrates on the importance of internal job factors as motivating forces for employees.

According to Herzberg, if you seek and achieve job factors, you may not be dissatisfied, but you may not be satisfied either. Do not expect external rewards for everything you are asked to do. We have to seek and achieve internal rewards to be self-motivated.

Cole (1990) states: To take motoring analogy, hygiene factors can be considered as filling up the petrol tank, i.e., the car will not go if there is no fuel, but refueling of itself does not get the vehicle under way. The car electrics must be switched on and the starter operated for ahead movement of the car- Motivators also create the same effects.

SECOND OBJECTIVE is to study the relevance of McClelland theory of motivation on motivational level of women executive in NCT of Delhi.

An inspection of the mean scores of the three orientations found that the achievement orientation score was highest among all three orientations for women executives (Mean score = 3.48, S.D. = 0.620) whereas the affiliation orientation score was relatively lower but still considerably high (Mean score = 3.83, S.D. = 0.477). The score in power orientation were the lowest among the three orientation variable (Mean score = 3.62, S.D. = 0.448).

Achievement orientation score was the highest among all three orientations. This shows that women executives have a strong urge for achievement. They were willing to improve themselves, have a strong desire for personal development and find great enjoyment when faced with challenges in the job. The high score in achievement needs reflect a high level of motivation that is highly valued but often lacking in the work place.

The results of a low score in power and a high score in Affiliation was consistent with traditional motivation studies which anticipated that people with high affiliation motive thought about their friends and colleagues (Lussier 1990, McClelland 1961), tended to enjoy developing good relationships, and were keen to offer help to others. Hence, they would avoid competition with their workmates or creating conflicting situations through a power struggle.

Achievement needs "satisfaction of achieving difficult challenge" influences the women executive. They have strong desire for personal development and find great enjoyment when faced with challenges in the job. If their job is not challenging they will not be satisfied. They were willing to put in long hours to achieve success.

The most influential need out of power need is "enjoy influential other people". Women executives depict the need for power, have a desire to be influential and want to make an impact.

Women executive show a great desire for establishing, maintaining, or restoring a positive affective relationship with another person. They have desire to form close personal relationship, avoid conflict, and establish warm friendships.

Our finding is consistent with the relationship between need for achievement and McClelland's theory postulates that people are motivated in varying degrees by their need for achievement, need for power, and need for affiliation and that these needs are acquired, or learned, during an individual's lifetime (Daft, 2008, Lussier, & Achua, 2007). In other words, most people possess and will exhibit a combination of three needs.

THIRD OBJECTIVE is to study the correlation between state of being and the motivational level of women executives, to identify and measure the following:

- The personal values of the women executives who make the organisation.

- The values of the current culture of the organisation as perceived by the women executives of the organisation.

- The desired culture values of the organisation as expressed by the women executives of the organisation.

The top ten personal values were distributed in four levels of consciousness. With one value at level 3 (self esteem), professional growth. Three value at level 4 (Transformation), five values at level 5 (Internal Cohesion), one value at level 7 (Service). The level 4 values are adaptability, continuous learning and accountability. The level 5 values are trust, commitment, honesty, integrity, and enthusiasm. The level 7 value is compassion.

Current culture values reflect women executives' perceptions about organisations culture and the day to day living environment-both the positive aspects of their experiences and the potential problem areas. Two of the level 1 value is positive - financial stability and profit and two are potential limiting values - control and job security. There is one value at level 2 - customer satisfaction, three values at level 3 - productivity, efficiency, and professional growth, one value at level 6 - environmental awareness, one value at level 7- social responsibility.

Desired culture values reflect what women executives believe to be important for the well being of their organisations. These values shows direction women executives want the organisation to take, possible antidotes to current problems and values that needs strengthening.

There is one positive value (employee health) and one limiting value (job security), three values at level 2 - open communication, customer satisfaction and conflict resolution, two values at level 3 - productivity and efficiency, one value at level 4 -

open communication, two values at level 7 - social responsibility and future generation.

The women executives are people oriented as there are three values in the relationship values in the personal values. These are accountability, trust, and compassion. There is one positive relationship value in current culture value: customer satisfaction and one potentially limiting relationship value (control). There are three relationship values in desired culture value (open communication, customer satisfaction, and conflict) and no potentially limiting relationship value. This shows that women executive have positive attitude towards life and organization having more relations value in their personal values. Higher the relationship values, higher the motivational level of women executives.

The level of cultural entropy implies that there are important issues that requires cultural and structural change and leadership coaching.

Curvilinear regression analysis has been used to investigate the relationship between each state of being as dependent variable and different factors/ needs of motivation as independent variable. Hygiene factors have R^2 value of 0.049 indicated that it accounted for about 4.9% variance in positive state of being of women executives.

There is positive statistically significant relationship between hygiene factor and positive state of being of women executives. There was significant positive relationship between motivational factors and positive state of being of women executives. 7.3% of the variance in positive state of being of women executives was explained by motivational factors. Achievement needs explained the 18.9% of the variance in positive state of being of women executives. There was significant negative relationship between achievement need and positive state of being of women executives. Power needs explained the 0.3% of the variance in positive state of being of women executives. The findings revealed a presence of non significant positive relationship between power needs and positive state of being of women executives. Affiliation needs explained 3% of the variance in positive state of

being of women executives. There was significant positive relationship between affiliation needs and positive state of being of women executives.

Hygiene factors have R^2 value of 0.032 indicated that it accounted for about 3.2% variance in potentially limiting state of being of women executives.

There is positive statistically significant relationship between hygiene factor and potentially limiting state of being of women executives. 0.2% of the variance in potentially limiting state of being of women executives was explained by motivational factors. There was non significant negative relationship between motivational factors and potentially limiting state of being of women executives. Achievement needs explained the 14.1% of the variance in potentially limiting state of being of women executives. There was significant positive relationship between achievement need and potentially limiting state of being of women executives. Power needs explained the 0.2% of the variance in potentially limiting state of being of women executives. The findings revealed a presence of non significant positive relationship between power needs and potentially limiting state of being of women executives. Affiliation needs explained 3.9% of the variance in potentially limiting state of being of women executives. There was significant negative relationship between affiliation needs and potentially limiting state of being of women executives.

Positive states of being of women executives are more strongly influenced by the different factors/ needs. Potentially limiting state of being of women executives is less influenced by the different factors/ needs. Among the factors/ needs, achievement needs has a strong impact on influencing the positive state of being of women executives. Potentially limiting state of being of women executives is more influenced by achievement needs. So in nutshell, achievement need play a important role in influencing the different states of being of women executives.

5.8. Recommendations

1. Recognition of work should be a deliberate strategic exercise for management.

2. Create an opportunity for one-on-one sessions with each employee to give feedback on performance and set new targets and timelines.

3. Encourage innovation and allow women executives space and time to put their ideas to test. When they work praise them.

4. Introduce achievement rewards for women executives to encourage best practice.

5. Designing interesting job content with the involvement and participation of women executives is motivating because they own the job and the design process.

6. Continuous learning opportunity and progressive responsibility enable women executives to give their best performance on an ongoing basis. Enriching work through continuous learning stimulate the women executives to improve current performance as well as to prepare for the future.

7. In order to utilize achievement as a motivational tool for women executives, it is recommended that companies should:

    a. Introduce multi - discipline empowerment where women executives are allowed to learn another relevant skills.

    b. Set clear challenging goals and when these are achieved, acknowledge them.

    c. Create space and time for women executives and allow them to pursue goals that they believe will benefit them and ultimately the organisation.

    d. Introduce study assistance programs for women executives and on completion assist in placing them in matching job opportunities in line with new skills gained.

    e. Create opportunities where women executives participate in decision making processes.

8. The need to feel appreciated is deeply demanded by all employees. Being appreciated through praise help employees develop a positive self concept and it meets their needs for esteem, self actualization, growth, and achievement. Employers should appreciate and give women executive's credit for their work.

9. Women executives should be provided the opportunity for advancement and may be encouraged through rewards, incentives, and promotions on their performance. They may also be provided exposure to innovation and capacity enhancement in their field.

10. Training and studies are required for personal growth and development. It can be improved by coaching, temporary assignments, etc.

11. Women executives' morale can be improved if the company policy towards women executives is sensible. A sensible company rules, regulations, policies, and procedures can exert significant influence on how women executives accomplish their jobs; motivate them to execute the activities. Elicit inputs from women executives regarding policies, promotion, and performance review processes.

12. As effective compensation programme provides the psychological effect on the women executives, similarly job security encompasses more than the financial needs. The population of insecure women executives is larger than that of those who loose their jobs. Job insecurity includes concerns over the loss of job and changing job content. Job security which affects the women executives' economic and psychological well being must be properly incorporated into the company's compensation programme.

13. Women executives who are high achievers should be given challenging work with the end goal is still achievable. For them, money is not an important motivator.   They need continuous feedback to monitor the progress of achievements.

14. Women executives with a high affiliation needs require a work environment that is filled with vibrant shades of cooperation.

15. Management should provide opportunities to women executives to manage other people for that seeking power yoga.

16. Organisations should develop a work environment that promotes motivation. Those factors which are important to women executives should be emphasized. Building the environment is very important because it will affect the behaviour of women executives.

17. The women executives may be provided the opportunity for advancement and may be encouraged through rewards, incentives, and promotion on their performance. They may also be provided the opportunities of career advancement and exposure to innovation and capacity enhancement in their field.

18. Working conditions could be made better if the women executives are provided favourable working environment, up to date facilities in their offices and encouraging environment in which they may feel comfortable, joyous, and motivated for their work, then they can do wonders in their fields.

19. Women executives should demonstrate their willingness to personally commit to the process of change only then cultural transformation takes place. Cultural transformation begins with the personal transformation of the women executives.

20. The values that inspire and motivate employees should be identified. Leadership team should identify critical cultural issues in the organisation and the values most important to each group of employees.

21. Values should be described in behavioural terms. Women executives need to understand the values with concrete examples of the behaviours that support the value.

22. Values and behaviours need to be integrated into employee performance measurement.

23. Build the emotional intelligence skills like effective interpersonal communication; giving and receiving feedback; handling conflicts and conflicts resolution; and facilitating responsibility and empowering others.

24. The gap between the current and desired culture values enable women executives to see what is working and not working for them and what they would like to do about it.

25. Focus on reducing the cultural entropy should be there. Causes, limiting behaviours, and negative results of each of these values and the corrective actions that need to be taken should be identified.

26. An action plan is needed which should cover the following:

- Bureaucracy: Simplify procedures; review information system; use continual improvement; and enthusiasm for changes.

- Improve information and communication systems: Make more information publicly available; share information with staff including financial information.

- Create an open culture: Encourage people to say how they feel; encourage open communication, and responsibility.

- Engage women executives in making changes: Promote continual improvement with a longer focus; create a change oriented culture.

5.9. Suggestions for Further Studies

1. The thesis includes only selected theories of motivation and it is possible to deepen the research to get more detailed framework and discover more aspects of human behaviour and satisfaction.

2. As only quantitative research has been conducted in this study, qualitative research would further help to contribute to the research as it may create an

understanding of the psyche behind motivating women executives. Personal observation of women executives and interviews help in determining factors in great depth, which is typically not possible through quantitative analysis.

3. The search and use of a potentially more sophisticated measure of motivation is also left for future study.

Indian women have travelled with the times for centuries and have proved to the world that the hand that rocks the cradle can rule the world.

It is worthwhile to conclude by quoting the words of Pandit Jawaharlal Nehru,

"WHEN WOMAN MOVES FORWARD, THE FAMILY MOVES, THE VILLAGE

MOVES AND THE COUNTRY MOVES".