FINDINGS, SUGGESTIONS, CONCLUSIONS AND SCOPE FOR FUTURE RESEARCH.

Introduction:

The preceding chapters covered the introduction and background relating to public sector enterprises, review of literature, conceptual frame work related to intrinsic and extrinsic motivational factors, objectives of this research, analysis on objectives / factors influencing intrinsic and extrinsic motivation. In this final chapter how motivational factors influence BHEL employees are presented and discussed. And the possible strength and weakness and contributions of this thesis in the area of employee intrinsic and extrinsic motivation are discussed. This is followed by some suggestions for future research.

MAJOR FINDINGS

Findings are Pertaining to Personal and Organisational of Employees in BHEL.

It is found that 30.8% were in the group of less than 30 years. 39.6% were in the group of 30-40 years, 18.0% respondents were in the group of 41-50 years and 11.6% respondents were in above 50 years. And it is further found that 72.8% of the respondents were in male employees and 27.2% of the respondents were in female employees.

It is found that 56.2% respondents were in married and 43.8% respondents were in unmarried. And it is also stated that, 71.8% of respondents were in technical; whereas 28.2% of respondents were in non-technical.

It predicts, 46.6% of respondents were in the operational level, 41.4% respondents were in middle level and 12.0% of respondents were in top level designations. And it is stated that, 30.8% of the respondents were at 10 years of experience, 39.6% of the respondents were in
11-20 years of experience and 29.6% of the respondents were in above 20 years of experience in an organization.

It is stated that, 46.8% of the respondent were in <20000, 18.8% of the respondents were in 20001-30000, 9.6% of the respondents were in 40001-50000, and 20.2% of the respondents were in above 50000.

**Findings related to the Important Factors Influencing the Intrinsic Motivation of Employees.**

The employee’s interest towards the contribution by exerting core competence in their growth environment determines their competence. Performance improvement measures and their interest and innovative approach clearly revealed the employee competence in a work environment which motivates them intrinsically.

An intrinsic motivation a degree or level of freedom and discretion allowed to an employee over his or her job. As a general rule, jobs with high degree of autonomy engender a sense of responsibility, job satisfaction and involvement in the employees. Not every employee, however, prefers a job with a high degree of responsibility and greater HR outcome.

The employees with coordinating approach and their team performance encourage the organizational as well as employee performance intrinsically. As well as relatedness of an employee includes organizational learning, knowledge management and social participation among the employees.

A performance appraisal also referred to as performance review, performance evaluation, career development discussion, employee appraisal is a method by which the job performance of an employee is documented and evaluated performance appraisal is a part of career development and consists of system performance assessment in an organization. And
perceived fairness is how rewards and costs are shared by group members. A performance indicator may use to evaluate its success, or to evaluate the success of a particular activity intrinsically.

It is found that 29.6% of employees are dynamic employees with strong competence, relatedness, best performance and expecting more autonomy. 29.8% of employees are gregarious employees with strong relatedness and performance, moderate competencies and expecting more freedom to work independently. And 40.6% of employees are competent employees with strong competence and more moderate autonomous, relatedness and better performance.

It is found that 35.8% of dynamic employees to be in 30-40 age group. Therefore, it can be concluded that there is no association between intrinsic motivation of employees and their age groups. This implies the employees in the different age group have the same type of intrinsic motivation in BHEL.

It is found that 76.4% of competent employees to be in the male category. Therefore, it can be concluded that there is no association between intrinsic motivation and their gender groups. And it also found that 63.8% of gregarious employees found to be in married category. It can be concluded that there is an association between intrinsic motivation of employees and their marital status.

It is found that 72.4% of competent employees found to be in technical categories. It can be concluded that, educational level does not affect the intrinsic motivation level of employees.

It is found that 45.3% of competent employees found to be in operational level of employees. It can be concluded that, intrinsic motivations directly influence the designated level of employees in BHEL.
It is found that 41.4% of competent employees found to be in 11-20 years of experience. It can be concluded that there is no significant difference between intrinsic motivation of employees and their experience.

**Findings related to the Important Factors Directly Influencing the Extrinsic Motivation.**

The employee team management rewards and shared opinion or group intelligence emerges from the collaboration and competition of many individuals. Building trust and relationship is a willingness to build a personal relationship in addition to a professional one, participating in open exchanges of experiences and culture. It requires a genuine, fair promotion policy and pay policy in an organization and it is motivating employees extrinsically.

The employee’s activity performed according to a plan in order to achieve an overall goal. Strategic implementation and performance proportion within a business context might involve developing and then executing a new plan to help increase the organizational performance. A strategy employed by an organization in which a continuous level of management is maintained between the organization and its audience and it motivates them extrinsically.

360 degree appraisal of performance system develops competence assessment, competency and competency models applicable to all employees in an organization. Identifying employee competencies can contribute to improve organizational performance extrinsically, and identify social relation and flexibility among the employees.

Workplace strategy and working atmosphere are the dynamic alignment of an organization's work pattern with the work environment to enable peak performance and reduce costs extrinsically.
The employee’s behaviour in an organization is an indicator of good work nature and that investigates the Outcome, which individuals, groups and structure extrinsically have on behaviour within organizations. It is a solution and application of knowledge about how people act within organizations. The structured organizational policy has a well designed strategy will help an organization reach its maximum level of effectiveness. Strategy formulation is the process of developing the strategy.

It predicts that, 48.2% of employees are skilled employees with more moderate rewards, pay and allowance and accepting 360 degree performance appraisal system and also expecting good working environment and prosperous work nature. 24.2% of employees are capable employees with more strong rewards, better working environment and satisfied pay and allowance, 360 degree performance appraisal system and good work nature. And 27.6% of employees are rational employees with strong rewards and enjoying the work nature, and also expecting good working environment, pay and allowance. And they dissatisfied their 360 degree performance appraisal system.

40.2% of skilled employees to be in 30-40 age groups. It can be concluded that there is no association between extrinsic motivation and their age groups. 74.7% of skilled employees found to be in the male category. It can be concluded that there is no association between extrinsic and their gender category.

71.8% of skilled employees found to be in married category. It can be concluded that there is an association between extrinsic motivation of employees and their marital status. 71.8% of skilled employees found to be in technical categories. It can be concluded that, educational level does not affect the extrinsic motivation of employees.

56.2% of capable employees found to be in operational level. It can be concluded that there is no association between extrinsic motivation and their designation. 40.2% of skilled
employees to be in 11-20 years of experience. It can be concluded that there is no significant
difference between extrinsic motivation of employees and their experience.

**Findings are Pertaining to the Personal and Organisational Variable of Employees on the Perception of Intrinsic and Extrinsic Motivational Factors.**

It is found that extrinsic factor work nature and the Outcome of motivation are the important factors. And it has been strongly agreed by above 50years and less than 30years age groups of employees in BHEL. And it is also found that intrinsic factor competence and performance are the important factors. And it has been agreed by male employees competent is the important factor and female employees strongly agreed to the performance.

It is concluded that the unmarried employees have strongly agreed with the intrinsic motivational factors such as autonomy, relatedness, performance are the most important predictors in BHEL. And it also concludes married employees strongly agreed with the extrinsic factors such as rewards, work, nature, pay and allowance, 360degree appraisal of performance system and work environment are the important factors in BHEL.

It is found that the non-technical employee strongly agree with the extrinsic motivational factor (i.e) work environment is the important factor in BHEL. In BHEL, pay and allowance are extrinsically motivated the employees and it is an important factor that strongly agreed to the designation most importantly operational level of employees.

It is concluded that the extrinsic factor work environment and impat of motivation plays a key role in BHEL, and it has been strongly agreed by less than 10years of experience employees. And it also concludes, extrinsic factor work nature is the factor and it has been
strongly agreed by above 20 years of experienced employees in BHEL. It is concluded that there is no influence on income and intrinsic, extrinsic and Outcome of motivation

**Findings are leads to Measure the Outcome of Both Intrinsic and Extrinsic Motivation.**

The employees’ individual benefits, job contents are the important outcomes of motivation. And work ethic is a value based on hard and intelligence. It is also a belief in the moral benefit of work and its ability to enhance character.

It states that, 26.8% of employees are potential employees with a strong Outcome of intrinsic and extrinsic motivation. 45.6% of employees are optimistic employees with good job content, work ethics, individual benefits and more moderate Outcome of intrinsic and extrinsic motivation. And 27.6% of employees are growth oriented employees with expecting more their work related intrinsic and extrinsic motivation.

46.3% of potential employees to be in less than 30 age group. And it can be concluded that there is an association between motivational Outcomes and their age groups in BHEL. 78.5% of optimistic employees in male category. And further it can be concluded there is an association between Outcome of motivation and their gender group.

56.1% of optimistic employees to be in married category. And it can be concluded that there is no association between Outcome of intrinsic, extrinsic motivation and their marital status in BHEL. 71.0% of growth oriented employees to be in technical categories. It can be concluded that, educational level does not affect the intrinsic, extrinsic and Outcome of motivation of employees.

46.1% of optimistic employees to be in operational level. It can be concluded that, that there is no association between extrinsic, Outcome of motivation and their designation. 46.3% of
potential employees to be in less than 10 years of experience. And also it concludes the Outcome of motivation directly influences the level of experience in BHEL.

Findings are Pertaining to Empirical Model of Motivational Aspect in Public Sector Enterprises.

It indicates the intrinsic motivation among the employees significantly create Outcome in the organization in the form of benefit to the employee as well as to the organization.

It indicates the extrinsic motivation among employee significantly create Outcome in the organization in the form of trust between the individual and the organization. And it also indicates creative thinking of an employee that encourages skill development, rewards, innovative results, and supports employees’ deep level involvement with their work.

It is clearly stated that comparing of intrinsic and extrinsic factors, the intrinsic motivation is the most dominant factor in BHEL that motivates the employees intrinsically.

Performance improvement plans are a factor to measure the individual benefits of the organization. Core competence and performance improvement are the combination of multiple resources and skills that allows being an organization to be competitive and expand into a new market and creates a higher employee job satisfaction.

Higher use of HR practices leads to higher levels of employee outcomes and higher employee job satisfaction. It is found that organizational policy individual responsibility is necessary to ensure that the individuals can identify the job contents of the organization.