INTRODUCTION

Motivation:

The industrial revolution and the introduction of mass production factories provided the impetus for the development of motivation, and especially intrinsic and extrinsic motivation. Organisations, private and public are set up to accomplish their own goals and objectives such as the provision of goods and services. Organisation needs people of diverse backgrounds both skilled and unskilled to exert their energies toward the accomplishment of their goals. People are the greatest single asset available to an organisation. The need for business to improve work methods, quality, and productivity became salient. The public sector, as a service provider, is mainly associated with administrative work, while the private sector is characterized by manufacturing, marketing and sales and service

Motivation is the process that for an individual’s intensity, persistence of effort toward achieving a goal. Intensity – how hard an employee tries? Direction – Should benefit the organization (i.e. Quality of effort counts). Persistence – How long can am employee maintain his / her effort?

Motivation is a basic psychological process or a need that activates behaviour (Luthans, 2011) and results from the interaction between the individual and the environment (Latham & Pinder 2005). To enhance the understanding of voluntary behaviour is vital to identify their fundamental motives (Bussell & Forbes 2002) to give their time and work to an organization.
**Intrinsic Motivation:**

Internal desires to perform a particular task, people do certain activities because it gives them pleasure, develops a particular skill, or it’s morally the lightest thing to do. Intrinsically motivated employees are bound to do much better in organizational activities, because they are willing and eager and learn new materials. Their learning experience is more meaningful, and they go deeper into, the subject to fully understand it. Intrinsic motivation is an energizing of behaviour that comes from within an individual, out of will and interest from the activity at hand. No external rewards are required to incite the intrinsically motivated person into action. The reward is the behaviour itself. Logically, this seems like an ideal, for people to act as “origins” of their behaviour rather than “pawns” (decharms, 1968). However, it is certainly not the case that every real world behaviour the stems from an intrinsic energy. There are different outcomes from intrinsic motivation. Such as more interest, excitement, confidence, enhanced performance, persistence, creativity, self esteem and general well being. (In Ryan and Deci, 2000; Deci and Ryan, 1991; Sheldon, Ryan, Rawsthore, Iardi 1997; Deci and Ryan 1995; Ryan, Deci and Grolnick, 1995). Intrinsic motivation is an evocation, an energy called forth by circumstances that connect with what is culturally significant to the person. Wlodkowski (1999, p. 7)

**Extrinsic Motivation:**

Extrinsic motivation refers to motivation that comes from outside an individual. The motivating factors are external or outside, rewards such as money or grades. These rewards provide satisfaction and pleasure that the task itself may not provide.

An extrinsically motivated person will work on a task even when they have little interest in it because of the anticipated satisfaction they will get from some reward. Extrinsically motivated employees may have to be bribed to perform the tasks. Extrinsic
motivation does not mean, however, that a person will not get any pleasure from working on or completing a task. It just means that the pleasure they anticipate from some external reward will continue to be a motivator even when the task to be done holds little or no interest.

**Elements of Intrinsic and Extrinsic Motivation:**

Intrinsic motivation consists of competence, autonomy, relatedness, performance. And extrinsic motivation consists of reward system, pay and allowance, 360 degree appraisal of the performance system, work environment and interpersonal relationship and work nature (Promotions and organizational policies)

**Intrinsic and Extrinsic Motivation in BHEL:**

Motivation is the set of reasons that determines one to engage in a particular behaviour. The term is generally used for human motivation. Bharat heavy electrical limited (BHEL) is one of the oldest and largest state owned engineering and manufacturing enterprises in India in the energy related and infrastructure sector, which includes power, railways, transmission and distribution, oil and gas sectors and many more. It is 12th largest power equipment manufacturer in the world. In the year 2011, it ranked ninth most innovative company in the world by US magazine Forbes. BHEL is today a key player in the power sector through the construction, commissioning and servicing of power plants all over the world. BHEL has 14 manufacturing divisions, four power sector regional centres, over 100 project sites, eight service centres and 18 regional centres, over 100 project sites, eight service centres and 18 regional offices. Over 65 percent of power generated in India comes from BHEL- supplied equipment.
In BHEL, the term human resource is used to describe the individuals who comprise the work force of an organization. Maximize return on investment in the organization's human capital and minimize financial risk. And human resources seeks to achieve this by aligning the supply of skilled and qualified individuals and the capabilities of the current workforce with the organization's ongoing and future business plans and requirements to maximize return on investment and secure future survival and success.

A quality circle is one of the motivational programs in BHEL. A quality circle is a small group of 6 to 8 employees doing similar work who voluntarily meet together on a regular basis to identify improvements in their respective work areas using proven techniques for analyzing and solving work related problems coming in the way of achieving and sustaining excellence leading to mutual uplift-ment of employees as well as the organizations. It is a way of capturing the creative and innovative power that lies within the work force.

To facilitate the employees of grass root level to involve in improvement activities and take up problems related to their respective work area, analyzed and solve them in a systematic way to enable self development and mutual development of quality circle team members.

Quality commonly uses certain basic techniques to identify, analyze and resolve problems they are: Brain storming, data collection, stratification, Pareto analysis, Cause and effect diagram, histogram, scatter diagram, graphs. These techniques through simple, but very powerful ones and they help the quality circles investigation the case for their work related problems and find solutions in a scientific way. Following are the motivational concepts in BHEL
• A reward, tangible or intangible, is presented after the occurrence of an action. (I.e. behaviour) with the intent to cause the behaviour to occur again. This is done by associating positive meaning to the behaviour. Motivation comes from two things. There is extrinsic motivation, which comes from others, and intrinsic motivation, which comes from within you.

• The rewards can also be organized as extrinsic or intrinsic. Extrinsic rewards are external to the person; it includes praise or money. Intrinsic rewards are internal to the person; for example satisfaction or a feeling of accomplishment.

• The difference between two forms of intrinsic motivation one based on enjoyment, the other on the obligation. In this context, obligation refers to motivation based on what an individual’s thinks ought to do. For instance, a feeling of responsibility for a mission may lead to helping others beyond what is easily observable, rewarded or fun.

• Reinforcement is different from reward, in that reinforcement is intended to create a measured increase in the rate of a desirable behaviour.

**Need and Importance of the Study:**

The basic purpose of the study is to encourage the self development of the individual and promotes leadership qualities among participants. Most importantly, achievement, satisfaction, promotes groups / team working among the employees, which promotes continuous improvement in products and services and the ability to do work and willingness to do work both affect the efficiency of a person. The ability to do work is obtained with the help of education and training and willingness to do work is obtained with the help of motivation. Willingness is more important in comparison to ability. Some employees of an organization have negative attitudes. They always think that doing more work will not bring any credit. A manager uses various techniques to change attitudes. The reputation of an
organization is affected by the employee turnover. This creates lots of problems for managers. A lot of time and money go waste in repeatedly recruiting employees and giving them education and training. Only motivation can save an organization from such wastage. Motivated people work for a longer time in the organization and there is a decline in the rate of turnover. Motivation helps to reduce absenteeism in the organization; the rate of absenteeism is high. There are many causes of these poor conditions, poor relations with workers and superiors, no recognition in the organization, insufficient reward, etc. A manager removes all such deficiencies and motivates the employees. Motivated employees do not remain absent from work as the workplace becomes a source of joy for them. New changes continue taking place in the organization. Normally, workers are not prepared to accept any changes in their normal routine. It is essential to bring in some changes because of the demands of time.

Employees can be made to accept such changes easily with the help of motivation. Motivated people accepted these changes enthusiastically and improve their work performance.

**Scope of the study:**

The aim of the paper is to explore the relationship between intrinsic and extrinsic motivation on organizational performance. The intrinsic and extrinsic motivation was designed as a direct, explicit assessment of individual differences in the degree to which employees perceive themselves to be intrinsically and extrinsically motivated toward what they do. Moreover, this study attempted to include not only self-perceptions of competence and self determination needs, but also the entire range of things that are proposed to be part of intrinsic or extrinsic motivation.
Objectives of the Study

The main aim of the study is to identify the following objectives regarding factors of intrinsic and extrinsic motivation

1. To study the personal and organizational profile of employees in BHEL of Tamil Nadu.
2. To analyze the factors influencing intrinsic motivation of employees in the study domain.
3. To explore the extrinsic motivational factors among the employees.
4. To identify the influence of personal and organizational variable of employees on the perception on intrinsic, extrinsic motivational factors.
5. To measure the Outcome of both intrinsic and extrinsic motivations of the employees.
6. To construct an empirical model of motivational aspect in public sector enterprises.

Hypothesis of the Study

The study mainly focuses on testing the following null hypothesis regarding factors of intrinsic and extrinsic motivation.

1. There is no significant intrinsic motivation of employees on the organizational aspects.
2. There is no significant extrinsic motivation of employees on the organizational aspects.
3. There is no significant influence of personal profile on employee perception of motivation.
4. There is no significant influence of organizational profile on employee perception of motivation.
Research methodology

The study is conducted using both analytical and descriptive type of methodology. The study primarily depends on primary and secondary data.

Study Area

The Survey is conducted in BHEL- located in Trichy and Ranipet. Trichy is an important educational center in the state of Tamil Nadu, and nationally recognized institutions such as Anna University, Indian Institute of Management (IIMT), Indian institute of information technology, (IIIT), National institute of technology (NITT), and Bharathidasan institute of management. Industrial units such as Bharat Heavy electrical limited (BHEL), Golden rock railway workshop and Ordnance factory Trichy (OFT) have their factories in Trichirappalli.

Ranipet also known as Ranipettai is a suburb, town and industrial hub of the Vellore city in the state of Tamil Nadu in Southern India. It is a medium sized community located about 20 kilometres from the Vellore city centre (from Vellore fort) and also Ranipet is a part of the Vellore metropolitan area and 100 Kilometres from Chennai the fourth largest urban area in India. It is a major industrial town located in NH4 Chennai- Bangalore highway.

Questionnaire Design

The primary data are collected through questionnaire survey. The respondents are asked to give their opinion relating to the three crucial motivational practices. The first part of the Questionnaire comprises Demographic factors with optional questions. The second part includes statements relating to intrinsic and extrinsic motivation Objectives and their needs.
and also their practices with Likert’s 5 point scale. The Third part consists of statements connection with extrinsic motivation in the organization. Some optional questions are included along with rating questions. The fourth part includes the Outcome of motivation to arrive at general details along with some optional questions.

**Scaling Technique in the Questionnaire**

The questionnaire used comprises both optional type and Statements in Likert’s 5 point scale. The responses of these sections are obtained from the employees of automobile manufacturing companies in the 5 point scale, which ranges as follows:

5 – Strongly agree 4 – Agree 3 – Neutral 2 – Disagree 1 – Strongly Disagree

**Secondary Data**

The Secondary data are collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company Publications, Manuals and Booklets.

**Pilot Study**

A pilot study was conducted to validate the questionnaire and to confirm the feasibility of the study. The filled up Questionnaires are collected from 100 respondents and Cronbach’s Alpha Criterion was applied to test the reliability. The value determined is 0.875 proving the reliability of the instrument. The quality of the questionnaire was ascertained and the test showed high reliability. The variables considered in the analysis are satisfying the normal probability distribution. Based on the pilot study, the questionnaire was modified suitably to elicit response from the sample group.
**Sampling Size and Design**

The primary data are collected through survey method. The survey is conducted using well formulated Questionnaire. Proportionate Random Sampling is applied for generating data. Samples for the purpose of the study are selected systematically. Totally 600 Questionnaires were distributed and 570 collected out of which 500 completed questionnaires were found usable. The details are given below

**Table 1.1 shows the sample size and sample selection.**

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<td>600</td>
<td>570</td>
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</table>

**Sample Selection**

The multistage random sampling method is applied to collect the primary data. The random sampling method is applied to obtain the responses from the employees. Hence, the multistage sampling method is justified to collect the samples from the public sector enterprises.
Tools for Analysis

The Primary data collected are analyzed using the SPSS (Statistical Package for Social Sciences) computer packages.

The Statistical tools used for obtaining results are as follows:

1. **Factor Analysis by Principal Component Method** is used to find the factors pertaining to Intrinsic, extrinsic and their outcome of motivation in Public sector enterprise BHEL

2. **K-means Cluster Analysis** is subsequently exploited to classify the employees on the basis of their perception towards intrinsic, extrinsic and their influences.

3. **The non-parametric chi-square analysis** of association is used to find the association between personal and organizational variables with clusters.

4. **One way Analysis of Variance (ANOVA)** is found suitable to find the influence of the independent variable on dependent factors.

5. In the linear multiple regression analysis is used to find cumulative influence of independent variables on dependent factors.

6. **Structural equation model** is brought at base on the problem of establishing a dependency relationship.

Statement of problem

As a research question, the researcher seeks to answer what role motivation plays in enhancing performance in BHEL. This will be possible through analysis of information gather from employees of BHEL- Ranipet & Trichy.
**Limitations of the Study**

Several of the limitations of the current study are as follows. To begin with, sample of individuals in public sectors is limited. The data were collected only in one company, so this is the main limitation of the study. It can only motivate employees who have high improvement needs, (i.e) they want to be given more tasks and responsibility and at the same time they have the knowledge and skills to tackle new assignments. Though, lack of competencies can be overcome by proper education and training. Further, this present study only investigated some of intrinsic and extrinsic motivation. Future research should investigate the effects of different forms of intrinsic and extrinsic rewards, such as interesting and/or challenging work, increased responsibility, insurance, holidays, medical and healthcare and/or childcare. This will result in a more complete and thorough understanding of the effects of different reward programs on people results. More importantly, this study raises the issue of the distinction between intrinsic and extrinsic motivational programs. In particular, it has highlighted the fact that the people results are affected by intrinsic motivational programs.
**Chapter Arrangement**

**Chapter I - Introduction** - deals with the concept of motivation, intrinsic and extrinsic motivation, Statement of problem, objectives of the Study, hypotheses of the study, methodology, scope and limitations of the Study

**Chapter II – Review of literature** - Sketches the review of related literature relevant to the present Study

**Chapter III – Industry profile and conceptual framework** - Deals with the plethora of intrinsic and extrinsic motivation in BHEL.

**Chapter IV & V - Data analysis and interpretation** - Deals with analysis of intrinsic, extrinsic and their Outcome of motivation in BHEL.

**Chapter VI - Summary of findings, suggestions and conclusion – scope for further research study** - Summaries all the results obtained through statistical analysis to arrive at conclusions and to offer suggestions and scope for future research.

The questionnaire designed for this research study is appended to this thesis.