

THE EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE

Ibrahim NASIBLI¹

¹ *Inonu University, Bulgurlu, Malatya, Turkey, Tel.: +994507165053,
Email: ibrahim_nasibli@hotmail.com*

How to cite: NASIBLI, I. (2021). “The Effect of Motivation on Employee Performance: in Case of Different Companies.” *Annals of Spiru Haret University. Economic Series*, 21(2), 73-88, doi: <https://doi.org/10.26458/2123>

Abstract

With the abandonment of the classical management approach and the adoption of the modern management approach in the enterprises, it has been emphasized by the managers that the workforce is as important as the technology for the success of the business. The prominence of people in businesses has led to the creation of the human resources department and, accordingly, the emergence of many systems that direct people and increase their productivity. At the beginning of these systems is the motivation and performance evaluation system. It is very difficult to keep employees in the company for a long time and encourage them to act in favour of the company. The main purpose of motivation methods is to ensure that employees act in accordance with the company's goals and achieve successful results. The purpose of the study was to determine whether the factors influencing the performance of employees and employers were rewarding factors, additional payment factors or psycho-social factors, and whether these factors were age, gender, marital status, education level, work experience, occupation, etc. is to investigate how it differs according to demographic factors.

Keywords: *motivation; performance; employee; productivity; measurement.*

JEL Classification: M12



Issue 2/2021

Introduction

In our world transformed and globalized by technological developments, organizations need high-performance employees in order to survive under increasing competitive conditions. However, in order for businesses to achieve their goals, employees must also adopt the goals of the business and work in the determined direction. In today's world, where changes and developments in business life are increasing at an unstoppable speed, the most important elements of businesses are their employees.

Motivating employees to act for the benefit of the company and keeping them at work for the long term is hard work. The main objective of rewarding tools is to ensure that employees operate in line with company goals and achieve successful results. Creating an environment that will push employees to work efficiently, take responsibility, motivate them to solve problems and reward their success is one of the most important things to be done. Although it is not the companies themselves that motivate people to work, best practices companies create an inspiring atmosphere for creative solutions, hard work and commitment to the organization. This positive atmosphere provides many benefits, including the opportunity to develop talents and acquire new ones, and a sense of confidence.

The purpose of our research is to measure employee perceptions of how motivation affects employee performance in businesses. In order to obtain scientific information about the relationship between motivation, employee performance, motivation and performance, literature review should be done, the effect of motivation techniques applied in businesses on employee performance should be investigated, and after these researches, giving suggestions for companies are the duties of the research.

In the study conducted for our country's economy, regardless of product or service production, there are not many studies in the literature on the effect of motivation on employee performance in enterprises. In order to guide businesses and business managers, a research was conducted to measure the effect of their motivation on the performance of the employees of the businesses operating in Baku. In this context, the study provides important information on how to increase the performance of employees.

Research methodology

A literature review was conducted regarding the theoretical part of the study. In the application part, the perceptions of the employees about the effect of motivation



Issue 2/2021

on performance were tried to be measured. Survey method was used as data collection tool, convenience and snowball sampling method was used as sampling method. A total of 117 people participated in the research, and the collected data were subjected to frequency and factor analysis using the SPSS program.

Theoretical perspectives of motivation and its scope

Motivation was first taken from the Latin word “movement”, which was expressed as “movere” [Ghanbarpour, & Najmolhoda, 2013]. Scientists have made different definitions about the concept of motivation. We can list some of them as follows [Koçyiğit, 2016];

- Motivation is the name given to the inner force that provides the formation, direction and continuity of the action.
- Motivation is the act of making decisions and taking action by uniting around personal desires and wishes, goals and purposes.
- Motivation means that an action program specified in the individual opens some behavioural patterns. This program may be innate or modified by experience. But every biological species has instinctive, “hard-wired” patterns of behaviour. [Laming, 2004].
- Motivation is implying something done by one person or group to another. Another implication of this use is that it should cause motivated parties to take an action or make an effort that they would otherwise not want to do [Ganta, 2014].

Deci and Ryan (1995) evaluated the Self-Determination Theory and divided motivation into two as intrinsic and extrinsic motivation. Intrinsic motivation refers to the intrinsic push to perform an action because of something inside the individual while extrinsic motivation stems from external factors that motivate the individual to perform an action. The main difference between such motivations is shown through the source of stimulation [Hussein, 2018]. More than three decades of research has shown that the quality of experience and performance can be very different when a person behaves for internal and external reasons [Ryan & Deci, 2000].

It is possible for businesses to be successful in the markets in which they operate, to reach their future goals, to continue their existence with qualified employees, by knowing the value of the concept of motivation. Motivation is important for employees who play a role in realizing business objectives, providing managers with an effective incentive system, achieving results and realizing business goals. Managers who value motivation are on the side of achieving long-term success.



Issue 2/2021

When the concept of motivation is considered comprehensively, it is an important issue that should be considered in terms of managers and employees, especially organizations [Tunçer, 2013].

From the employee's point of view, motivation covers many phases from meeting the physiological and personal needs of the employee to psychological satisfaction and self-actualization. The main purpose in motivating employees is to find the factors that can create the desire and desire to work more, and to ensure that they come to work willingly every day. At the same time, it is to be able to give directions and interventions about their work willingly. The best analysis of employee behaviour is one of the issues that should be emphasized in motivation.

Motivation is the motivation of employees in achieving organizational goals and objectives. Therefore, there are some goals in motivation to reach the desired goals. In other words, the results desired to be achieved with motivation can also be expressed as the goals of motivation. In this context, the results of motivation, which is vital for every business; it is possible to list them as "efficiency, productivity, quality, profitability" [Omirtay, 2009].

The manager should both increase the performance of the employees through motivation and increase the profit of the business by following the technological developments [Kaplan, 2007].

Employee performance and motivation

Employee performance and factors affecting it

Performance is the degree to which a goal is achieved. It shows where the individual, team, work unit or organization doing a job can achieve through that job, according to the goals. According to another definition, performance refers to the level of success of the employees in the fulfilment of the task with various dimensions. In other words, the employee performs the work within acceptable limits in accordance with the defined experience and abilities. It is a concept that quantitatively or qualitatively determines what is achieved as a result of a performance-oriented and planned activity. [Ekingen, ve diğerleri, 2017]

The basic criteria for making a difference in employee performance are to know the organization and the employee very well. In this sense, correct inference and realization of advantages and shortcomings will be beneficial for the enterprise. There are seven factors that affect employee performance. These are:

- Morale and motivation,

- Stress,
- Punishment and reward,
- Occupational health and Safety,
- Management style,
- Working environment
- Job satisfaction

Managers should be concerned with employee motivations. The success of managers is directly related to the acquisition of employees who do their jobs with all their knowledge and abilities within the organization's goals. Every individual has different behaviours. Therefore, the appropriate motivation method should be applied individually, not to all employees. All employees have a desire and purpose in their behaviour. The demands of the employees must be fulfilled in order to achieve the desired goals. Employees who fulfil their desires by managers make great efforts to achieve their organizational goals and objectives. The benefits of a systematic motivational process in an organization are listed below:

- Increasing the commitment of employees to work and work cultures;
- Increasing efficiency and productivity in enterprises;
- High level of employee job satisfaction;
- Employees have no desire to leave the job;
- High working life quality for organization and employees;
- Reducing organizational costs;
- To increase the quality of products or services of organizations;
- Achieving business goals with effective motivation management

The Relationship between Employee Performance and Motivation

Human resources mean the employee of any organization. Therefore, motivation is the main factor affecting the human resources of the organization. The organization should motivate its employees for the best performance or to achieve the organizational goals. There is an increasing positive feedback relationship between motivation and performance: the higher the performance, the higher the motivation, and the higher the motivation, the higher the performance. Effective execution of the process is of great importance in terms of the positive effects of performance evaluation on motivation. Recommendation and motivation of the employee through performance evaluation is a natural result of this process. Because the feedback given during the evaluation includes the message to the employee that the activities and efforts made are important for the organization.



Issue 2/2021

Another issue that affects motivation is that evaluations within the performance management system make communication with employers regular and expectations are shared in a friendly environment. In the evaluation meetings, the manager is there to represent the organization and informs the employee about the expectations of the organization from him and takes the views of the employee. This situation causes the manager and the employee to agree on the expectations that can be realized, the employee's ownership of the work and as a result, the motivation increases.

Another issue that should be considered during performance evaluation is that the expectations of the evaluated person are realistic and that the internal task is given goals that it can achieve. Because the sense of success brought by the goals achieved will increase the motivation of the employees and provide more benefits to the organization in the long run. The continuity of the feedback is also an important issue in terms of the effect of the evaluations on the motivation of the employees. In order to increase the effectiveness, the feedbacks should be given immediately after the observed behaviours and should not be expected when performance evaluation opinions are made [Köroğlu, & Avcıkurt, 2014].

The effects of performance management applied in the enterprise on the motivation relationship show themselves in positive and negative aspects. The positive effects of performance management on motivation are rewarding, performance-based wages, promotion opportunities, and the negative effects are warning, punishment and dismissal [Özgür, 2006].

A research on the effect of motivation on employee performance in businesses

The main purpose of the research is to measure employee perceptions of how motivation affects workforce performance. In addition to this main purpose, the sub-objectives of the research are to determine the perceptions of the effect of motivation on workforce performance, age, gender, job title, work experience, education level, marital status, etc. to reveal whether it differs according to demographic factors.

The research was applied to the employees of enterprises operating in the service, agriculture and industry sectors in the city of Baku within the borders of the Republic of Azerbaijan. Research was conducted on 117 of the questionnaires sent. This research is based on the assumption that motivation affects employee performance according to employee perceptions.

Research from the point of view of the problem is applied research. The scanning model was used according to the purpose of the research. With this research model, employee perceptions of how motivation affects employee performance in businesses were examined. The research model created is as in Figure 1. Independent variables; rewarding techniques and demographic factors that affect employee performance. The dependent variable is the perception of the effect of motivation on employee performance.

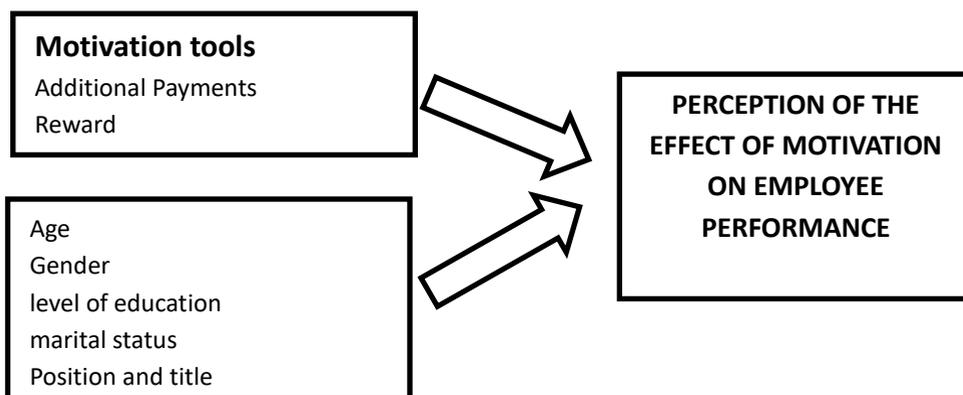


Figure 1. Research model

Within the framework of the general findings obtained within the scope of the research, the findings regarding the frequency and percentage distributions of the demographic characteristics of the employees are shown in Table 1. As can be seen in Table 1, when the distribution of the participants according to their genders is examined, it is seen that 65.8% of them are men and the rate of women is 34.2%. In addition, when analysed according to marital status, 43.6% of the respondents are married, 56.4% are single, and the rate of single respondents is higher than the married ones. In addition, 52.1% of the respondents were aged 25 and under, 30.8% were aged between 26 and 35, 11.1% were aged between 36 and 45, and 6% were aged 46 and over. When we look at the age-related ratios, it is seen that 82.9% of the employees participating in the survey are up to 35 years old. When the educational



Issue 2/2021

status of the employees participating in the survey was examined, it was determined that 8.5% of them had associate degrees and 91.5% had master's degrees (bachelor, master, doctorate, etc.). In the question we asked about the professions of the employees, the highest answer was Economist with a rate of 12%. Considering the ratios related to the staff situation, which is one of the important factors that connect the employees to the enterprise, it is seen that 83.8% of them work as full staff and 16.2% as flexible working hours. Considering the answers about the job titles, it was determined that 17.1% of them were technicians, 67.5% of them were specialists, and 15.4% were managers. Considering the answers received regarding the current workplace work experience of the employees participating in the survey, 22.2% of the participants stated less than 1 year, 54.7% for 1-5 years, 12.8% for 6-10 years, 10.3% for 11 years, and they seem to be working at their current job. Considering the rates related to the working year, it is seen that 54.7% work between 1 and 5 years. Considering the undeveloped and developing countries in general, when the income situation, which is observed to have a significant effect on the motivation of the personnel and increasing their performance, is examined, 17.1% of the employees participating in the survey are industry, 6% when the answers about the sector in which the company you work for last are taken into account. It has been determined that 0.8 of them work in agriculture and 76.1% in the service sector.

Table 1. Frequency and Percentage Distributions for Demographic Characteristics

Gender	Female	40	65.8
	Male	77	34.2
Age	25 years old and under	61	52.1
	26-35 years	36	30.8
	36-45 years	13	11.1
	46 years and older	7	6.0
Marital status	marriage	51	43.6
	single	66	56.4
Level of education	undergraduate and below	10	8.5
	Master degree	107	91.5
Occupation (profession)	Banking	4	3.4
	Chinese visa officer	1	0.9
	International Relations	3	2.6
	Operator	6	5.1

	Geography teacher	1	0.9
	Ecologist	2	1.7
	Economist	14	12.0
	Economics law	3	2.6
	Doctor	3	2.6
	Lawyer	2	1.7
	Administrator	3	2.6
	HR specialist	1	0.9
	Cashier	2	1.7
	Computer operator	1	0.9
	Credit sales specialist	3	2.6
	Logistics expert	1	0.9
	Finance specialist	12	10.3
	Teacher	12	10.3
	Model construction	2	1.7
	Accountant	13	11.1
	Petroleum and natural gas engineer	8	6.9
	Security guard	2	1.7
	Police officer	3	2.6
	Process automation engineer	1	0.9
	Specialist on Industry organization and management	3	2.6
	Strategic manager	1	0.9
	Purchasing manager	2	1.7
	Sales representative	7	6.0
	System engineer	1	0.9
Status of the Staff	full time	98	83.8
	flexible working hours	19	16.2
Job Title	Technician	20	17.1
	Expert	79	67.5
	manager	18	15.4
Job experience	less than 1 year	26	22.2
	1-5 years	64	54.7
	6-10 years	15	12.8
	11 years and above	12	10.3
Monthly average income	0-500 AZN	48	41.0
	more than 501 AZN	69	59.0



Issue 2/2021

Sector in which the Company Operates	Industry	20	17.1
	Agriculture	8	6.8
	Service	89	76.1

Source: Created by the author as a result of research

In order to reduce and summarize the many variables that affect employee performance, factor analysis was performed in the research. Before factor analysis, Kaiser-Meyer-Olkin test was applied to 17 variables to measure the validity of the analysis and KMO: 0.877. According to Nakip (2003), a KMO ratio above 0.60 is sufficient to explain the correlation between the variables in pairs by other variables. Principal component factor analysis with varimax rotation was performed with 17 variables. A large number of variables affecting the performance of employees have been reduced to three factors as seen in Table 2. The three identified factors explain 63.22% of the total variance.

Table 2. Sample Adequacy

Kaiser-Meyer-Olkin Measure Sampling Adequacy	0.898
Barlett Test of Sphericity Approximate Chi-Square	1199.073
Df	136
P	0.000

Source: Created by the author as a result of research

As a result of the factor analysis, the first factor is vocational training, regular working environment, giving more authority and responsibility to successful personnel, giving employees opportunities to improve themselves, appreciating successful personnel, giving employees a say in the decisions to be taken, and finally, employees attend meetings and conferences according to their interests. Ensuring their participation is called the reward factor. As a result of the factor analysis, the statements clustered in the second factor were found in the second factor due to the monetary rewards given to the employees to increase the employee performance, the increase in the monthly income of the employees, the rent, fuel, family and clothing allowances, the wages, premiums and bonuses given to the successful personnel, and the increase in the monthly income amount factor is named as additional payments. According to the results of the factor analysis, the third factor was named psycho-

socially because of giving short-term leave to the personnel instead of awards when necessary, trying to be beneficial to the organization by giving awards to the employees when necessary, social activities, giving certificate plaques to the successful personnel, and finally thanking the successful personnel in front of everyone by the managers has been named. (Table 3)

Table 3. Results of Factor Analysis

	Component		
	1	2	3
Ensuring that employees attend various meetings and conferences according to their interests ensures their success.	0.794		
It is important for employees to have a say in the decisions to be made in the workplace in order to have a high performance.	0.792		
If employees are given the opportunity to develop themselves and their abilities, their success will increase.	0.752		
Trainings given to employees about their professions increase their performance and enable them to be more successful.	0.617		
It is important for work performance that the working environment is tidy and the tools/equipment used are sufficient.	0.598		
It is very important for successful personnel to be cared for, appreciated and praised by the managers.	0.574		
Successful staff should be given more responsibilities and their authority should be increased.	0.503		
The workload of the employees negatively affects their success.	0.574		
The increase in the amount of monthly income is an important factor in increasing the performance of the employees.		0.833	
Giving bonuses to successful personnel on special days (holidays, New Year's Day, etc.)		0.779	
For employees, monetary rewards (wages, bonuses, bonuses) increase employee performance.		0.723	
Rent, fuel, family and clothing allowances to be given to employees. It ensures the loyalty of the employee to the institution and affects his success.		0.528	
When necessary, giving short-term leave to personnel instead of awards is more effective on performance.			0.788
When employees are rewarded, they try to find things that will			0.718

Issue 2/2021

be useful to their organization, their interest in the work and their performance increase.			
Organized dinners, excursions and social activities, establishing sincere relations among employees, enable employees to be more successful.			0.693
Giving certificates / plaques to successful personnel is a trigger for more success.			0.569
Giving a public thank you or sending a thank you letter to the successful personnel at a meeting by the managers increases the performance.			0,565

Source: Created by the author as a result of research

In the next step, reliability analysis is applied to the data collected with the scale whose factor structure is determined by factor analysis. Cronbach's Alpha coefficient is used for reliability analysis. The coefficient can take a value between 0 and 1. The closer the coefficient is to 0, the lower the reliability, and the closer it is to 1, the higher the reliability. In order to accept that the scale is reliable, the Cronbach's Alpha coefficient should be greater than 0.70. The results of the Reliability Analysis performed are shown in Table 4. Accordingly, it has been seen that rewarding, additional payments, psycho-social factors give reliable results.

Table 4: Reliability Analysis

	Cronbach's Alpha	
Reward	0.869	8
Additional Payments	0.862	4
Psycho-Social	0.854	5

Source: Created by the author as a result of research

The descriptive statistics of the participants' views on the expressions in the scale of the effect of motivation on employee performance are shown in table 5. The statement with the highest average is the 9th statement – “The increase to the monthly income amount is an important factor in increasing the performance of the employees – (average 4.38 and standard deviation 0.817)”. The other expressions with the highest average according to their effect on performance are, respectively, the 11th Statement “Monetary rewards (wages, bonuses, bonuses) for employees

increase employee performance”, 3rd Statement “If employees are given the opportunity to improve themselves and their abilities, their success will increase”, 6th Statement “It is very important for successful personnel to be cared for, appreciated and praised by the managers”, 10th Statement “Giving bonuses to successful personnel on special days (holidays, New Year’s Day, etc.) is a factor that increases their performance”. The statement with the lowest average is the 5th Statement “Ensuring that employees attend various meetings and conferences according to their interests increase their success”. In general, when looking at the table, employees think that motivation increases employee performance (3.99), and that the additional payments factor affects employee performance more (4.245).

Table 5. Descriptive Statistics on the Effect of Motivation on Employee Performance

Question	EXPRESSIONS	Response Averages	Std. Deviation
	Reward		
1.	Ensuring that employees attend various meetings and conferences according to their interests ensures their success.	3.32	0.979
2.	It is important for employees to have a say in the decisions to be made in the workplace in order to have a high performance.	3.93	0.898
3.	If employees are given the opportunity to develop themselves and their abilities, their success will increase.	4.24	0.847
4.	Trainings given to employees about their professions increase their performance and enable them to be more successful.	4.20	0.823
5.	It is important for work performance that the working environment is tidy and the tools / equipment used are sufficient.	4.04	0.941
6.	It is very important for successful personnel to be cared for, appreciated and praised by the managers.	4.22	0.911
7.	Successful staff should be given more responsibilities and their authority should be increased.	3.76	1.039

Issue 2/2021

8.	The workload of the employees negatively affects their success.	3.64	1.137
	Additional Payments		
9.	The increase in the amount of monthly income is an important factor in increasing the performance of the employees.	4.38	0.817
10.	Giving bonuses to successful personnel on special days (holidays, New Year's Eve, etc.) is a factor that increases their performance.	4.20	0.940
11.	For employees, monetary rewards (wages, bonuses, bonuses) increase employee performance.	4.26	0.950
12.	The rent, fuel, family and clothing allowances to be given to the employees ensure the loyalty of the employee to the institution and affect his success.	4.14	0.928
	Psycho-Social		
13.	When necessary, giving short-term leave to personnel instead of awards is more effective on performance.	3.51	0.973
14.	When employees are rewarded, they try to find things that will be useful to their organization, their interest in the work and their performance increase.	4.13	1.013
15.	Organized dinners, excursions and social activities ensure that sincere relations between employees are more successful.	4.16	0.973
16.	Giving certificates / plaques to successful personnel is a trigger for more success.	3.88	1.044
17.	Giving a public thank you or sending a thank you letter to the successful personnel at a meeting by the managers increases the performance.	3.88	1.068

Source: Created by the author as a result of research

Conclusion

In this study, in which the effect of motivation on employee performance in enterprises was examined, an online questionnaire was applied to the personnel working in the enterprises located in Baku and operating in the service, industry and



Issue 2/2021

agriculture sectors, and 117 feedbacks were provided to the sent questionnaires. Likert scale was used in the survey application in which the effect of motivation on employee performance in enterprises was examined, and the Cronbach Alpha coefficient of the reliability analysis of the scale was found to be 0.887. As a result, the reliability of the scale of the study was determined.

When the demographic characteristics obtained as a result of the research are examined, it is seen that 65.8% of the participants in the research are men. Again, as a result of the findings, it is seen that 56.4% of the employees are single, 52.1% are in the age group of 25 and below. According to the results of the research, it has been determined that 91.5% of the employees are graduates of higher education, and 59% earn more than 1000 AZN.

76.1% of the employees work in the service sector and 67.5% as specialists. Finally, 54.7% of the respondents have a work experience of 1-5 years.

In order to motivate the personnel, the managers must first show will and believe in the process. In addition, managers should not forget that the effectiveness of motivation tools may vary from person to person. Therefore, managers should consider the differences between individuals in the methods and tools they use to increase employee performance.

The results of the study showed that, additional payments are the most motivating factor.

Managers are required to pay wages that can eliminate the financial concerns of the personnel about the future and take this into account when determining the salary policies of the enterprise. In addition, the staff wants to be promoted in the company where they work. Considering rationally, the promotion of someone who knows the business, knows the business and knows his colleagues is also in the financial benefit of the business. In addition, training should be given to employees in both professional and other fields, and providing them with training both increases the motivation of the personnel and increases their performance. In addition, the personnel should be given authority and responsibility to improve themselves and increase their self-confidence. Bonus is one of the most important tools that motivate personnel and increase their performance. Because bonus is a motivation tool that enables a staff to work harder and to be a tangible value that they get when they work.



Issue 2/2021

References

- [1] Ekingen, A., Yıldız, C., Korkmazer, K.F. (2017). “Hastanelerde Uygulanan Performansa Dayalı Ek Ödeme Sisteminin Çalışanların Motivasyonu Ve Performansına Etkisi Üzerine Bir Araştırma”, Dicle Üniversitesi İktisadi Ve İdari Bilimler Fakültesi Dergisi, Cilt/Vol .: 7 Sayı/issue: s.s 71-83.
- [2] Ganta, V.C. (2014). “Motivation in the Workplace to Improve the Employee Performance” *Management and Applied Sciences, International Journal of Engineering Technology*, Volume 2 Issue 6, (221-230).
- [3] Ghanbarpour, Z. & Najmolhoda, F.S. (2013). “Contemporary theories of Motivation in Organizational Leadership and Behavior” *International Research Journal of Applied and Basic Sciences*, Vol. 6 (1): (1-7).
- [4] Hussei, R.L. (2018). “The Role of Motivation and Motivational Strategies on Oral Communicative Competence in Efl Learners’ Success”, *Gaziantep Gaziantep*, 176 p.
- [5] Kaplan, M. (2007), “Motivasyon Teorileri Kapsamında Uygulanan Özendirme Araçlarının İşgören Performansına Etkisi Ve Bir Uygulama”, *Atılım Üniversitesi, Ankara*, 155 s.
- [6] Koçyiğit, D. (2016). “Motivasyon ve Verimlilik Arasındaki İlişki: Bir Vakıf Üniversitesi Örneği” *İstanbul Aydın Üniversitesi Dergisi* 31, (15-25).
- [7] Köroğlu, Ö., & Avcıkurt, C. (2014). “Turist Rehberlerinin Motivasyonu İle Performansı Arasındaki İlişkinin Belirlenmesi”, *Dumlupınar Üniversitesi Sosyal Bilimler Ö Dergisi – Sayı 39*, 45-60.
- [8] Laming, D. (2004). *Understanding Human Motivation What Makes People Tick?*, Blackwell Publishing Ltd.
- [9] Omirtay, B. (2009). “Motivasyon Teorileri Kapsamında, Motivasyon (Özendirme) Araçlarının Farklı İşletmeler Açısından Analizi”, *Gazi Üniversitesi, Ankara*, 121.
- [10] Özgür, E. (2006). *Performans Yönetimi İle Motivasyon İlişkisi Bir Uygulama*, Atatürk Üniversitesi Sosyal Bilimler Ensttüsü İşletme Anabilim Dalı, Yüksek Lisans Tezi, Erzurum 122 s.
- [11] Ryan, R.M., & Deci, E.L. (2000). “Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions” *Contemporary Educational Psychology* 25, 54–67.
- [12] Tunçer, P. (2013). “Örgütlerde Performans Değerlendirme Ve Motivasyon” *Sayıştay Dergisi*, sayı:88, 93.