

AN UP-TO-DATE OVERVIEW OF THE MOTIVATION-PERFORMANCE RELATIONSHIP: A STUDY ON THE BOSNIAN BANKING SECTOR

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Abstract

This study aimed to examine the effect of motivation on work performance. A quantitative research was conducted with the participation of 188 employees working at Ziraat Bank of Bosnia-Herzegovina through a questionnaire consisting of demographic information form, performance, and motivation scales.

The study concluded that gender, age, and duration of service in the current institution did not significantly affect performance and motivation. However, education level, marital status, income level, and total work experience made a significant difference in task performance, motivation, intrinsic motivation, and extrinsic motivation, respectively.

Moreover, while a moderately positive relationship was found between task performance and intrinsic motivation, contextual performance was determined to be associated with intrinsic and extrinsic motivation moderately and weakly, respectively. On the other hand, work performance had a moderate positive relationship with job motivation. According to the result of regression analysis, job performance is affected positively by intrinsic and negatively by extrinsic motivation.

Keywords: *Bosnia and Herzegovina, Ziraat Bank, Motivation, Work Performance, Intrinsic Motivation, Extrinsic Motivation*

JEL Classification Code: *D23*

1. Introduction

In today's competitive business environment, organizations develop various strategies in order to survive and get ahead of their competitors. In this context, regardless of size and market, all companies try to establish a strong and positive relationship with their employees and encourage them to fulfill their duties with high performance. One of the common features of successful companies is their consideration of employees as their primary asset and their continuous attempt to maximize employee performance. "After all, the performance of an entire organization depends on the behavior of each employee" (Bieńkowska and Ignacek-Kuźnicka 2020).

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For this reason, it is vital to have a good grasp of factors affecting employee performance. Motivation ranks high among these factors for any type of organization (governmental, for-profit, or non-governmental) (Aarabi et al. 2013). Until very recently, managers focused on analyzing the technological and mechanical capacities of their organizations in-depth but neglected their human capital (Brown 2011). However, it has been observed that increasing employee motivation over time can increase creativity, innovation (Fischer, Malycha, and Schafmann 2019), employee commitment, involvement, and performance, as well as the performance of the organization as a whole (Cerasoli et al. 2014). Motivation could be seen as “the heart of organizational behavior” (Gagné, Deci, and Ryan 2018) because it initiates the direction, intensity, and persistence of human behavior (Deci et al. 2017).

Thus, the motivation-performance relationship has come to the fore as a research problem. It is argued that employee motivation is an important internal control tool and must be maintained in order to increase employee loyalty, productivity, and efficiency. It functions as an important component of outcome-oriented management in an enterprise and contributes to the achievement of organizational goals (Koontz 2010). Although the effect of motivation on performance could be positive, the magnitude of the effect also appears as another critical research question.

In this study, it was aimed to examine the effect of motivation on employee performance. The main question of the research is how motivation (with its intrinsic and extrinsic dimensions) affects work performance (with its contextual and task dimensions) and the magnitude of this effect. In the conceptual part of the study, the concept of motivation, types of motivation and motivational tools were introduced; later previous studies on the relationship between motivation and performance were presented to the reader. In the application part of the study, a quantitative research was conducted with the participation of 188 employees working in Ziraat Bank branches in Bosnia-Herzegovina. A questionnaire consisting of demographic information form, performance, and motivation scales was applied to the employees. The collected data was analyzed with the help of SPSS software. The results were explained in the findings section of the study, and in the conclusion section, they were compared with similar studies in the literature. The conclusion part was enriched with implications and research suggestions.

There are many studies in the literature examining the relationship between motivation and job performance (Örücü and Kambur 2008; Onay and Ergüden

2011; Abdulsalam and Mawoli 2012; Muogbo 2013; Altındağ and Akgün 2015; Öztürk 2019; Bieńkowska and Ignacek-Kuźnicka 2020; Uka and Prendi 2021; Kargün and Koç 2021). These studies have been carried out in various regions of the world and various sectors. However, this study aims to contribute to the literature as a specific study conducted in Bosnia-Herzegovina in the financial sector. To our knowledge, plenty of studies exist on employee motivation or job performance of businesses operating in Bosnia and Herzegovina. On the other hand, a single study aiming to understand the relationship between motivation (including intrinsic and extrinsic sides of motivation) and performance (including contextual and task performance) is not available. Moreover, existing studies are conducted in many other sectors yet financial institutions.

Accordingly, this research tries to answer two main questions:

1. What is the impact of employee motivation (with intrinsic and extrinsic motivation dimensions) on job performance (with contextual and task performance dimensions)?
2. Does employee motivation (with intrinsic and extrinsic motivation dimensions) and job performance (with contextual and task performance dimensions) differ based on demographic variables?

2. Theoretical Background and Literature Review

2.1. The Concept of Motivation

The term motivation was firstly used by psychologists in the early 1880s. Derived from the Latin word “*movare*,” it refers to both motive and movement. The word “*motivation*” is also used in the meaning of “*directing, activating, encouraging, and desire*” (Ruthankoon and Ogunlana 2003, p. 333). The concept of motivation has been a research subject by psychologists as well as social theorists in the later periods (Forgas et al. 2005).

Motivation is extremely difficult to define, as many researchers from different disciplines have investigated it. Motivation can be defined as taking action to meet a psychologically or physiologically unsatisfied need (Luthans 1992). It is the driving force needed for a movement. When the definitions are examined, it is revealed that there are three main factors underlying motivation (Tinaz 2005):

- i. The activation of some forces in the inner world of the individual with an external effect and display of the desired behavior,

- ii. Directing the behavior in order to reach a particular goal and purpose,
- iii. Continuation of the behavior by the individual towards the goal.

There are four stages of the motivation process: need, stimulation, behavior, and satisfaction (Sabuncuoğlu and Tuz 2005). Being individual-specific is one of the essential features of motivation. The factors that motivate each individual may not be the same. On the other hand, there is a strong relationship between positive attitudes, performance, and motivation (Özer and Topaloğlu 2008).

2.2. Types of Motivation

Thanks to motivation, the process required for behavior in line with the goal is initiated, and this process is maintained (Selen 2012). Factors that provide and maintain motivation are called motives or motivators. The types of motives argued in the literature are listed below:

Internal Motives: Unconscious behaviors that are not based on learning processes and arise from the natural needs of the individual are called internal motives.

Physiological Motives: Physiological motives are also called organic motives. They arise due to the basic needs of the organism, which have to be met in order to continue living.

Social Motives: The most important and distinctive characteristic that makes people different from animals is the social life that emerges from conscious relationships. Social motives are expressed as motives considering other people.

Psychological Motives: While physiological motives are inborn, psychological motives are learned and gained by experience. Besides, they are more challenging to detect than social and physiological motives.

2.3. Intrinsic vs. Extrinsic Motivation

Motivational forces could be classified as either extrinsic or intrinsic (Pinder 2011). While behaviors motivated extrinsically are rooted in the availability of incentives referring to an instrumental gain or loss, intrinsically motivated behaviors are based on embedded satisfaction, fun, or challenge rather than some consequences. Self-Determination Theory, introduced by Ryan and Deci (2000), discusses the advantages of intrinsic motivation and the side effects of extrinsic motivation. According to the SDT, the use of extrinsic

rewards is efficient yet not sufficient for the purpose of sustainable motivation. Furthermore, while intrinsic motivation contributes to the quality of work, incentives contribute to the quantity of work.

Thus, we hypothesize the following:

Employee motivation (with intrinsic and extrinsic motivation dimensions) varies based on demographic factors such as age, gender, educational background, etc.

2.4. Motivational Tools

Maintaining the effectiveness and willingness of employees in a workplace could be the primary goal of motivation. Motivation could emerge and sustain by many motivational tools that are not in competition but complementary to each other (Robbins and Judge, 2012). However, these tools do not always show the same effect. A tool that is important to one may not be necessary to another. Furthermore, the value attributed to the tools differs with respect to the individual's values, educational status, or social and environmental factors. Although it is accepted that there are a number of universal factors related to motivation, it is not easy to create business-specific, community-specific, and individual-specific motivational tools. Motivational tools, which are determined by different studies and differ in terms of their importance, are categorized into three: organizational/managerial tools, psychosocial tools, and economic tools (Şimşek et al. 2014; Tüz and Sabuncuoğlu 2005).

2.5. Functions of Motivation

Motivation is closely related to many organizational goals. The most important ones of these goals are to ensure the enterprise's continuity, reduce labor turnover, and provide productivity, profitability, and efficiency.

Firstly, employee motivation is a critical tool in the continuity of an enterprise. When employees are motivated to work, they are likely to be more determined, productive, and innovative. On the other hand, unmotivated employees spend less time and effort and avoid work as much as possible (Wigfield et al. 2004). Michael and Crispen (2009) stated that having a motivated workforce provides the organization with a strong competitive advantage.

The turnover rate is among the most important indicators of the success of a company's human resources strategies and policies. A high ratio means

that the company loses its knowledge and experience resource and, therefore, its competitive power day by day. Understanding the turnover rate and taking the proper measures will not only increase the satisfaction and loyalty of the employees but also provide permanent and significant financial benefits to the business in the long term. (Akyazı and Ertör 2010). Musah and Nkuah (2013) found that employees' dissatisfaction with the motivational factors in the workplace leads to a high turnover. Vnoučková and Klupáková (2013) determined that the implementations directed to increase satisfaction and motivation are affecting employees' decision to remain in their current job position.

The ratio of output to the amount of the factors consumed for the occurrence of this output is called productivity. Michie, Oughton, and Bennion (2002) argue that increasing motivation will directly affect productivity through more effort and innovation. In addition, motivation leads to productivity due to a high-performing employee who does the best at his job, saves time and effort, and is willing to do more than needed.

Profitability indicates the net profit ratio obtained to the amount of capital expended. It shows the utilization level of capital as a percentage (Yazıcı 2009). The primary goal of all businesses is profitability. Unprofitable businesses cannot continue their activities. Whether it is a small or large manufacturing or commercial enterprise, managers need to benefit from their employees efficiently and effectively to achieve business goals. This could be generated by increasing the motivation of the employees (Genç 2007).

Since organizations include individuals and groups, organizational activity includes individual and group activities. However, organizational activity is more than the sum of group activity and individual activity. This is because organizations exhibit a higher level of performance than the sum of their components' performances due to synergistic effects (Ekinci and Yılmaz 2002). In this context, it can be expected that efficiency will be high in organizations consisting of individuals with high motivation.

2.6. The Concept of Performance

Performance could be expressed as the level of completion of a planned task and the employee's behavior. It is defined as "the qualitative or quantitative results of the actions and efforts shown by the individual or the group in a certain period of time" (Uysal 2015, p. 33). From a more comprehensive point of

view, performance is the utilization of goods, services, or thoughts in line with the fulfillment of the task and the achievement of the goal in order to reach the criteria previously set (Helvacı 2002).

Organizations need high-performance employees in order to provide services and products, reach their goals, and ultimately gain a competitive advantage. Moreover, a high level of performance leads individuals to a higher level of satisfaction (Sonnetag and Frese 2003).

While employee performance deals with the goal attainment of an individual in an organization, the organizational performance includes subjects related to general management, such as efficiency, quality, and market results, such as consumer satisfaction, market share, sales, profit, and financial returns (Uysal 2015).

2.7. Task vs. Contextual Performance

Borman and Motowidlo (1993) defined a two-factor theory of job performance, including task and contextual performance dimensions. Task performance has been defined as the behavior directly linked to the completion of the job. Task-related behaviors contribute to the organization's technical core activities. It is often considered a formal requirement of an individual's job described by the job description. On the other hand, contextual performance refers to an employee's individual performance. It maintains and enhances an institution's social network and the psychological environment that supports technical tasks. Although it significantly contributes to the organization's effectiveness, it includes activities out of formal job duties written in the job description.

Thus, we hypothesize the following:

Job performance (with contextual and task performance dimensions) varies based on demographic factors such as age, gender, educational background, etc.

2.8. Literature Review

In the literature, there exist many studies on how employee motivation affects job performance. Some of these will be discussed within the scope of our research.

Tanrıverdi and Oktay (2001) studied participative decision-making in hotel management, one of the organizational-managerial motivation factors. The researchers found that participation in decision-making positively affects employee motivation.

Nicholson (2003) discovered that the lack of work-related goals and employees' disappointment negatively affected their motivation. On the other hand, managers valuing their employees give them responsibility, which leads to higher motivation.

According to the result of the study conducted by Örücü and Kambur (2008), it was concluded that organizational motivation practices have an impact on productivity in the production and service businesses. However, there was no such effect on performance.

Fabusoro et al. (2008) investigated the relationship between employee motivation and job performance and found that financial incentives, salary, and mobility are the most important motivational factors. It was also determined that "the interaction between the superior and the subordinate" among the motivating factors was a significant component of job performance and had a negative effect on it.

Dysvik and Kuvaas (2011) examined the relationship between job autonomy and employee performance. It has been determined that perceived job autonomy positively impacts employees' performance and job quality, in which intrinsic motivation plays a mediator role.

A study conducted by Onay and Ergüden (2011) among the employees of the Social Security Institution determined that organizational-managerial motivation practices play a significant role in both productivity and performance increase.

Abdulsalam and Mawoli (2012) conducted a study among academic staff working at public universities in Nigeria. It was revealed that performance is correlated with motivation positively yet, moderately.

Muogbo (2013) investigated the effect of extrinsic and intrinsic motivation on the performance of employees working for manufacturing companies. While there is a significant relationship between external motivation and employee performance, there is no relationship between internal motivation and performance.

Yıldız et al. (2014) examined the effect of motivating factors on the intention to quit and job performance in a public company privatized in Turkey. While cooperation among the employees, working conditions, and wages negatively influence the intention to leave, wage and working conditions positively affect performance. The motivators from the least effective to the strongest are rewards, promotion opportunities, relations with the supervisor, wage and working conditions, cooperation, and the job itself.

According to Altındağ and Akgün (2015), motivation and rewards play a significant role in employee performance. Similarly, Özsoy (2016) determined that economic motivational tools significantly increase organizational commitment and employee performance. In a more detailed study, Öztürk (2019) discovered a statistically positive relationship between organizational-managerial, economic, and psychosocial

Table 1. Literature Review

Authors	Main Results
Tanriverdi and Oktay (2001)	Participation in decision-making increases motivation and performance.
Nicholson (2003)	Increasing responsibility increases motivation.
Örücü and Kambur (2008)	Motivation increases efficiency but does not affect performance.
Fabusoro et al. (2008)	Subordinate-superior relationship negatively affects performance.
Onay and Ergüden (2011)	Motivation increases efficiency and performance.
Dysvik and Kuvaas (2011)	Job autonomy contributes positively to employee performance.
Abdulsalam and Mawoli (2012)	Performance and motivation are moderately and positively related.
Muogbo (2013)	While extrinsic motivation has a significant relationship with employee performance, internal motivation is not correlated with performance.
Yıldız et al. (2014)	Collaboration between employees, working conditions, and wages have a negative effect on the intention to leave the job. Besides, wages and working conditions have a positive effect on job performance.
Altındağ and Akgün (2015)	Motivation and rewards have a positive impact on employee performance.
Özsoy (2016)	Economic motivation tools provide a positive effect on performance.
Öztürk (2019)	There is a positive relationship between motivation and performance.
Kargün and Koç (2021)	There is a positive and strong relationship between motivation and performance.

motivators and employee performance. However, this relationship was moderate in terms of economic and psychosocial motivators and weak in terms of organizational-managerial motivators. Moreover, there was no significant difference between motivation factors based on demographic variables.

A very recent study conducted by Kargün and Koç (2021) involving 401 employees from hospitality businesses operating in the province of Ankara proved a strong relationship between motivation and performance. Moreover, demographic factors such as age, gender, and educational background did not cause statistically significant differences in employee motivation and performance.

Table 1 summarizes the studies discussed in detail above. Studies found that motivation has a positive impact on performance in general. However, it is also among the findings that some motivational tools have a negative or weak effect on performance.

Thus, we hypothesize the following:

What is the impact of employee motivation (with intrinsic and extrinsic motivation dimensions) on job performance (with contextual and task performance dimensions)?

3. Methodology

3.1 Research Model

This study aims to examine the relationship between employee motivation and job performance. It is a quantitative study using a correlational survey model. The model aims to reveal whether there is a correlation between two or more variables and the level of

the correlation, if any (Karasar 2013). In this study, as visualized in Figure 1, the existence and level of employees' internal and external motivations, their effect on job performance, and whether the two variables vary by demographic factors were investigated.

Hypotheses to be tested in this context are presented below:

H1: Employee motivation (with intrinsic and extrinsic motivation dimensions) and job performance (with contextual and task performance dimensions) differ by gender.

H2: Employee motivation (with intrinsic and extrinsic motivation dimensions) and job performance (with contextual and task performance dimensions) vary based on education level.

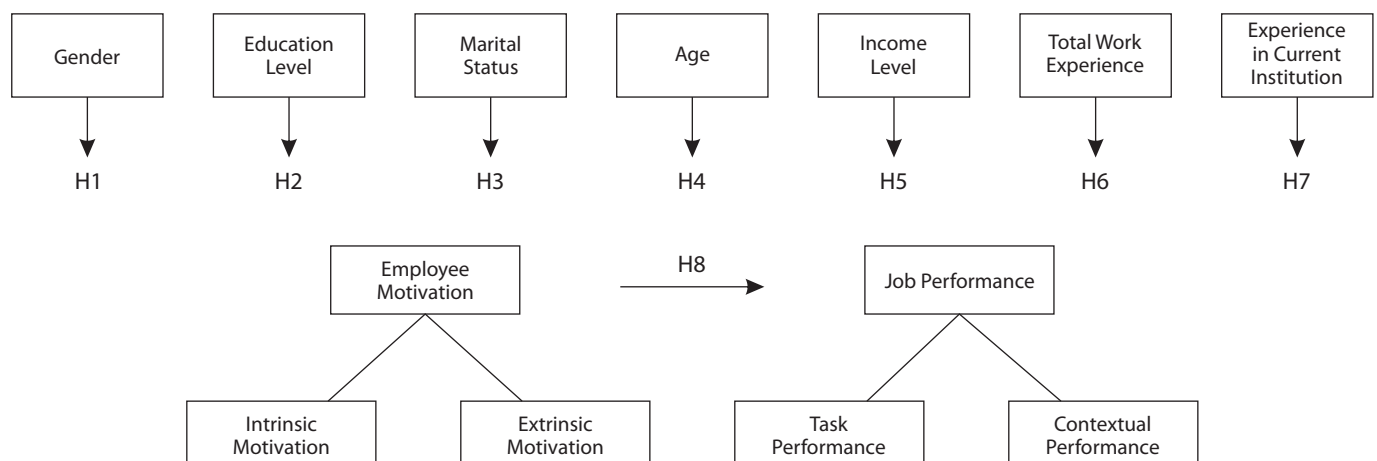
H3: Employee motivation (with intrinsic and extrinsic motivation dimensions) and job performance (with contextual and task performance dimensions) vary based on marital status.

H4: Employee motivation (with intrinsic and extrinsic motivation dimensions) and job performance (with contextual and task performance dimensions) vary by age.

H5: Employee motivation (with intrinsic and extrinsic motivation dimensions) and job performance (with contextual and task performance dimensions) vary based on monthly average income.

H6: Employee motivation (with intrinsic and extrinsic motivation dimensions) and job performance (with contextual and task performance dimensions) differ based on the total working experience.

Figure 1. Conceptual Model



H7: Employee motivation (with intrinsic and extrinsic motivation dimensions) and job performance (with contextual and task performance dimensions) vary based on the experience in the current institution.

H8: Employee motivation (with intrinsic and extrinsic motivation dimensions) has a statistically significant impact on job performance (with contextual and task performance dimensions).

3.2. Population and Sample

The population of the study is those who work in the financial sector in Bosnia-Herzegovina. In the study, the convenience sampling approach was used. All individuals responding to the questionnaire were included in the sampling until the desired sample size was reached. That sampling clearly provides advantages in terms of both cost and time (Altunışık et al. 2012). In line with the basic rule that the sample size should not be less than 100 in correlational studies (Gall et al. 2003), the study consisted of 188 people (83 male and 105 female) working in Ziraat Bank branches operating in Bosnia-Herzegovina.

3.3. Data Collection

A questionnaire consisting of a form including demographic characteristics of the participants, a performance scale, and a motivation scale was used to collect the data. The form was applied to determine the participants' demographic characteristics, such as gender, age, marital status, income, and educational status.

The work performance scale was used to evaluate the performance of the employees. The scale developed by Borman and Motowidlo (1993) consists of 24 questions based on 5-point Likert (1: Strongly Disagree, 2: Disagree, 3: Undecided, 4: Agree, 5: Strongly Agree). While the first four questions are used to measure task performance, the rest 20 questions

are designed to measure contextual performance.

In order to evaluate the motivation levels of the participants, the scale developed by Mottaz (1985) was utilized. The scale consists of 24 questions designed in a 5-point Likert type that examine both intrinsic and extrinsic motivation (1: Strongly Disagree, 2: Disagree, 3: Undecided, 4: Agree, 5: Strongly Agree). While the low scores given by the participants indicate a low motivation level, high scores show a high level of motivation.

The survey was applied to the employees of Ziraat Bank between September and December 2017. The questionnaires were filled in by e-mail or face-to-face interviews with the participants. Each questionnaire took approximately 20 minutes to complete. Participation in the survey was on a voluntary basis. Before the survey, participants were informed about the purpose of the study, how the forms would be filled in, and that the personal information and answers were kept confidential. Therefore, the study was not affected by non-response bias.

3.4. Validity and Reliability of the Scales

While Cronbach's alpha reliability coefficients were calculated in order to determine the reliability, exploratory factor analysis (EFA) was performed to determine the validity of the scales used. First, KMO and Bartlett tests were applied to determine the suitability of the scale for the factor analysis. It is necessary to obtain a value of 0.50 and above in KMO, and Bartlett's sphericity test result should be statistically significant (Jeong 2004). KMO values for both scales were found to be above 0.8, and the Bartlett test was significant.

In order to detect common method bias, Harman's single factor test was run, and explained variance was calculated as 28.62%, which is clearly less than 50%. Hence, it can be concluded that there is no common method bias in the study.

In the factor analysis, factor loading should be taken as a basis to match the item to a factor or to remove it from the scale content. Factor loading is a coefficient

Table 2. The Research Details

Sample	188 people (83 male and 105 female)
Scope	The finance sector in BIH
Data collection	A survey questionnaire including two scales (44 questions in total)
Time period	September & October 2017
Analyses	Confirmatory Factor Analysis Mean Difference Tests Regression Analysis

that predicts the relationship between items and factors and is expected to be high. If the factor loading is less than 0.30 or the difference between the loadings to two different factors is less than 0.10, the item should be removed before continuing the analysis.

The distribution of the performance and motivation scales items to the factors and the factor loadings were determined as shown in Table 3. Accordingly, items 8 and 22 in the performance scale and items 6, 11, 13, and 16 in the motivation scale were removed from the study.

Table 3. Exploratory Factor Analysis

Scale	Factor	Proposition	Factor Loading	Variance	Cronbach's Alfa
Performance	Factor 1	P17	0.795	33.679	0.945
		P19	0.790		
		P15	0.762		
		P18	0.759		
		P11	0.690		
		P13	0.664		
		P24	0.662		
		P12	0.659		
		P23	0.642		
		P5	0.637		
		P10	0.626		
		P9	0.600		
		P20	0.579		
		P7	0.571		
	P14	0.519			
	P16	0.507			
	Factor 2	P3	0.895	15.962	0.798
P1		0.803			
P2		0.659			
P4		0.528			
Factor 3	P6	0.834	13.036	0.513	
	P21	0.530			
Motivation	Factor 1	M21	0.753	25.334	0.863
		M19	0.739		
		M18	0.737		
		M9	0.685		
		M20	0.669		
		M15	0.628		
		M22	0.588		
		M24	0.548		
		M3	0.546		
		M10	0.538		
		M23	0.533		
	M12	0.451			
	Factor 2	M2	0.748	17.506	0.760
		M1	0.701		
		M4	0.688		
		M17	0.660		
		M7	0.631		
M14		0.623			
M8		0.441			
M5	0.338				

3.5. Data Analysis

For the process of data analysis, SPSS 22 software was used, and analyses were made at a 95% confidence level. In addition, the following non-parametric tests were carried out:

1. The results of the Shapiro-Wilk normality test performed for work performance and motivation scales and sub-dimensions concluded that a normal distribution could not be obtained. Accordingly, the difference in means was examined with the Mann-Whitney test. Moreover, the Kruskal-Wallis test was utilized for the categorical

variables with more than two categories.

2. The relationship between employee motivation and work performance was examined with regression analysis to reveal whether the dependent variable is affected by the independent variable.

4. Findings

4.1. Demographics

Initially, the demographic data of the participants were analyzed, and the results are shown in Table 4 in detail.

Table 4. Demographic Information

		n	%
Gender	Male	83	44.1
	Female	105	55.9
Education Level	High School	28	15.0
	Two-year Degree	3	1.6
	Undergraduate	128	68.4
	Graduate	28	15.0
Marital Status	Married	71	68.9
	Single	30	29.1
	Divorced/Widow	2	1.9
Age	Below 30	36	22.9
	31-35	54	34.4
	36 and above	67	42.7
Income Level	210-440 €	5	2.7
	440-614 €	35	18.8
	614-1279 €	101	54.3
	1279-2047 €	38	20.4
	Above 2047 €	7	3.8
Total Work Experience	1-5 years	59	31.6
	6-10 years	53	28.3
	11-15 years	61	32.6
	16-20 years	12	6.4
	21 years and above	2	1.1
Experience in Current Institution	1-3 years	52	27.7
	4-6 years	38	20.2
	7-9 years	22	11.7
	10-12 years	46	24.5
	13 years and above	30	16.0

4.2. Descriptive Statistics and Normality Test

While the mean score for task performance is 4.14 ± 0.65 , for contextual performance it is 4.39 ± 0.48 . The average score for job performance is 4.35 ± 0.48 . In addition, it was determined that the mean scores of intrinsic, extrinsic, and work motivation are 3.95 ± 0.51 , 3.60 ± 0.56 , and 3.73 ± 0.48 , respectively.

As previously mentioned, it was found that the scores were not in a normal distribution ($p < 0.05$). As a result, non-parametric techniques such as Mann Whitney and Kruskal Wallis tests were used to determine the difference in means of performance and motivation scales based on demographic variables.

4.3. The Test of Difference in Means

As shown in Table 5, employee motivation and job performance do not differ by gender, age, and work experience in the current institution.

However, a statistically significant difference in task performances between the groups based on education level was found. Namely, task performance increases with the increase in education level. On the other hand, education level did not cause a significant difference in other scales.

While marital status did not cause a statistically significant difference in performance and its sub-dimensions, it was found that motivation and its sub-dimensions differ between married and single participants. Single employees scored higher than married employees on both intrinsic, extrinsic, and work motivation scales.

It has been determined that there is a statistically significant difference only in terms of intrinsic motivation between the groups of different incomes. The average scores of those with an income level of 210-614

€, 614-1279 €, 1279-2047 €, and more than 2047 € are 107.48, 87.34, 87.39, and 135.71, respectively. So then, internal motivation is the highest in those with an income of more than 2047 €, while it is the lowest in those with an income level of 614-1279 €.

Besides, solely extrinsic motivation showed a statistically significant difference between the groups with different total working experiences ($p < 0.05$). For example, the average scores of those with an experience of 1-5 years, 6-10 years, 11-15 years, and more than 16 years are 87.64, 81.67, 107.49, and 108.71, respectively. Accordingly, extrinsic motivation is the highest in those with a total working experience of 16 years or more, while it is the lowest in those between 6-10 years.

4.4. Correlation Test

The results of the correlation analysis of employee motivation, job performance, and their sub-dimensions were obtained as follows:

1. Task performance is positively correlated with contextual performance, work performance, and intrinsic motivation. However, the correlations are moderate, strong, and moderate, respectively.
2. While contextual performance has a moderate positive relationship with intrinsic motivation, it has a weak positive relationship with extrinsic motivation.
3. Job performance has a moderate positive relationship with both intrinsic and employee motivation.
4. While there is a moderate positive relationship between intrinsic and extrinsic motivation, intrinsic motivation strongly correlates with employee motivation.
5. There is a very strong positive relationship between extrinsic motivation and employee motivation.

Table 5. Mean Differences

p-value	Gender	Education Level	Marital Status	Age	Income Level	Experience	Experience in Current
Task Performance	0.401	0.011	0.856	0.119	0.328	0.249	0.475
Contextual Performance	0.251	0.611	0.092	0.361	0.115	0.258	0.898
Job Performance	0.178	0.491	0.114	0.235	0.076	0.162	0.878
Intrinsic Motivation	0.674	0.845	0.037	0.260	0.031	0.638	0.456
Extrinsic Motivation	0.686	0.663	0.048	0.886	0.708	0.038	0.280
Employee Motivation	0.856	0.853	0.022	0.745	0.433	0.144	0.298

Table 6. Correlation Analysis

		1	2	3	4	5	6
Task Performance	rho	1.000	0.519**	0.702**	0.347**	-0.069	0.099
	p		0.000	0.000	0.000	0.345	0.176
	n	188	188	188	188	188	188
Contextual Performance	rho		1.000	0.969**	0.484**	0.194**	0.348**
	p			0.000	0.000	0.008	0.000
	n		188	188	188	188	188
Job Performance	rho			1.000	0.492**	0.139	0.309**
	p				0.000	0.058	0.000
	n			188	188	188	188
Intrinsic Motivation	rho				1.000	0.519**	0.788**
	p					0.000	0.000
	n				188	188	188
Extrinsic Motivation	rho					1.000	0.917**
	p						0.000
	n					188	188
Employee Motivation	rho						1.000
	p						
	n						188

Table 7. Regression Analysis

Dependent Variable	Independent Variable	F	p	B	t	p	R ²
Work Performance	Intrinsic Motivation	28.431	0.000	.520	7.253	0.000	0.235
	Extrinsic Motivation			-0.145	-2.224	0.027	

4.5. Regression Analysis

The results of the regression analysis are shown in Table 7. It was observed that the regression model established between employee motivation and performance is statistically significant ($p < 0.05$). Results shows that intrinsic motivation positively affects the job performance ($B = .520$; $p < 0.05$); while extrinsic motivation affects it negatively ($B = -.145$; $p < 0.05$). 24% of the change in job performance is explained by internal and external motivation.

5. Discussion

In this study, the effect of employee motivation on job performance was examined in the case of Ziraat Bank in Bosnia-Herzegovina. In the following section, the findings summarized in Table 8 will be compared with the results of previous studies in the literature, and they will be discussed in detail.

Table 8. Results of Hypothesis

H1: There is a statistically significant difference between males and females	
H1(a): Intrinsic Motivation	Rejected
H1(b): Extrinsic Motivation	Rejected
H1(c): Work Motivation	Rejected
H1(d): Task Performance	Rejected
H1(e): Contextual Performance	Rejected
H1(f): Work Performance	Rejected
H2: Education Level causes a significant difference in	
H2(a): Intrinsic Motivation	Rejected
H2(b): Extrinsic Motivation	Rejected
H2(c): Work Motivation	Rejected
H2(d): Task Performance	Accepted
H2(e): Contextual Performance	Rejected
H2(f): Work Performance	Rejected
H3: Marital status causes a significant difference in	
H3(a): Intrinsic Motivation	Accepted
H3(b): Extrinsic Motivation	Accepted
H3(c): Work Motivation	Accepted
H3(d): Task Performance	Rejected
H3(e): Contextual Performance	Rejected
H3(f): Work Performance	Rejected
H4: Age causes a significant difference in	
H4(a): Intrinsic Motivation	Rejected
H4(b): Extrinsic Motivation	Rejected
H4(c): Work Motivation	Rejected
H4(d): Task Performance	Rejected
H4(e): Contextual Performance	Rejected
H4(f): Work Performance	Rejected
H5: Income Level causes a significant difference in	
H5(a): Intrinsic Motivation	Accepted
H5(b): Extrinsic Motivation	Rejected
H5(c): Work Motivation	Rejected
H5(d): Task Performance	Rejected
H5(e): Contextual Performance	Rejected
H5(f): Work Performance	Rejected
H6: The experience causes a significant difference in	
H6(a): Intrinsic Motivation	Rejected
H6(b): Extrinsic Motivation	Accepted
H6(c): Work Motivation	Rejected
H6(d): Task Performance	Rejected
H6(e): Contextual Performance	Rejected
H6(f): Work Performance	Rejected
H7: Experience in the current organization causes a significant difference in	
H7(a): Intrinsic Motivation	Rejected
H7(b): Extrinsic Motivation	Rejected
H7(c): Work Motivation	Rejected
H7(d): Task Performance	Rejected
H7(e): Contextual Performance	Rejected
H7(f): Work Performance	Rejected
H8 (a): Intrinsic M. has a statistically significant impact on performance.	Accepted
H8 (b): Extrinsic M. has a statistically significant impact on performance.	Rejected
H8 (c): Motivation has a statistically significant impact on performance.	Accepted

Öztürk (2019) found that motivational factors do not change by demographic variables. On the other hand, Dündar et al. (2014) argued that factors such as age, working time, and gender do not influence employees' motivation. Kovach (1987) and Brislin et al. (2005) also reached a similar result in their studies. They found that the intrinsic and extrinsic motivation tools did not show a statistically significant difference in job motivation by gender. Accordingly, this study found no statistically significant difference between male and female employees in performance and motivation.

It was observed that task performance increases as the level of education increases, while contextual performance and job performance do not change. Besides, there is no difference in motivation due to the education level. However, Kuvaas (2006) stated that the higher the education level, the higher the intrinsic motivation due to the fact that educated employees love their work more and do it with fun.

In terms of marital status, it has been determined that singles' intrinsic and extrinsic motivation and job performance are higher than married ones. However, no difference was found in terms of performance and motivation by age. In the analysis made by income level, it was found that intrinsic motivation was the highest in those with the highest income and the lowest in the middle-income level. It has been observed that middle-income individuals have less intrinsic motivation than those at the lowest income level.

In terms of professional experience, it was observed that extrinsic motivation was the highest in those with a total working experience of 16 years or more, while it was the lowest in those with 6-10 years. In short, it was found that the extrinsic motivation of those with the highest level of experience was high, while the extrinsic motivation of the middle-level experienced employees was found to be low. When the experience in the current institution is examined, no difference was found in terms of performance and motivation.

According to the result, it was determined that task performance was positively associated with contextual performance. In addition, task performance was found to be highly correlated with job performance. Likewise, Motowidlo and Van Scotter (1994) found a positive relationship between task performance and job performance. In this study, task performance was found to be positively and moderately correlated with intrinsic motivation.

Contextual performance was found to be highly correlated with job performance. Similarly, Van Scotter, Motowidlo, and Cross (2000) found that contextual performance positively affects job performance. This

study determined that contextual performance is positively associated with intrinsic motivation, has a weak positive relationship with extrinsic motivation, and has a moderate positive relationship with work motivation.

It was determined that there is a moderate positive correlation between job performance and intrinsic motivation. Similarly, Mottaz (1985) and Kuvaas (2006) found that intrinsic motivation has a positive effect on job performance. Especially in his study, Kuvaas (2006) found that intrinsic motivation may be more meaningful than extrinsic rewards and instrumentality perceptions in understanding employees' attitudes and behaviors. There is a positive relationship between intrinsic motivation, job performance, and emotional commitment to the organization. Chaudhry (2008) found that intrinsic motivation contributes positively to employees' job performance. Likewise, Yousaf et al. (2015) found that intrinsic motivation has a higher positive relationship with task performance than extrinsic motivation. Callahan et al. (2003) also found that intrinsic motivation has a higher positive effect on job performance than extrinsic motivation. Rogstadius et al. (2011) argued that intrinsic motivation has a higher effect on job performance than extrinsic motivation. However, Muogbo (2013) discussed in his study that extrinsic motivation has a higher level of positive effect on employees' task performance compared to intrinsic motivation. Similarly, Ayan (2015) found that the higher the intrinsic motivation, the higher the job performance.

According to the study results, there is a moderate positive correlation between job performance and work motivation. Similarly, in his study, Öler (2005) found that work motivation has a positive effect on job performance. In addition, Köroğlu and Avcıkurt (2014) also revealed a positive relationship between job motivation and job performance in their study.

It was found that intrinsic and extrinsic motivation have a moderate positive relationship. Similarly, Neshat and Fakhri (2011) found a high level of correlation between intrinsic and extrinsic motivation. Chaudhry (2008) also claimed that intrinsic motivation is positively associated with extrinsic motivation and that managers' use of extrinsic motivation tools increases employees' intrinsic motivation. Markova and Ford (2011) suggested that extrinsic motivation tools positively affect intrinsic motivation. Eisenberger and Shanock (2003) found that rewards, which are extrinsic motivation sources, contribute positively to intrinsic motivation. In summary, it can be stated that the use of extrinsic motivation factors in enterprises also increases the intrinsic motivation of the employees.

Within the scope of the research, it was observed

Table 9. Comparison with the Results of Previous Studies

Results	Supporting Studies	Contradicting Studies
Task performance is moderately and positively correlated with contextual performance.	Motowidlo and Van Scotter (1994)	-
Work and contextual performance are positively and highly correlated.	Motowidlo and Van Scotter (1994)	-
There is a moderate positive relationship between job performance and intrinsic motivation.	Mottaz (1985) Callahan et al. (2003) Kuvaas (2006) Chaudhry (2008) Rogstadius et al. (2011) Muogbo (2013) Ayan (2015) Yousaf et al. (2015)	-
Performance and motivation are positively associated at a medium level.	Ölçer (2005) Koroğlu and Avcıkurt (2014)	-
Intrinsic and extrinsic motivation are positively and moderately related.	Neshat and Fakhri (2011) Markova and Ford (2011) Eisenberger and Shanock (2003)	-
Extrinsic motivation has a more negligible effect on work motivation than intrinsic motivation.	Dündar et al. (2007)	Mottaz (1985) Wiley (1997) DeVoe and Iyengar (2004) Brislin et al. (2005)

that there is a strong positive relationship between intrinsic motivation and work motivation. It was determined that there is a very strong positive relationship between extrinsic motivation and work motivation. However, Mottaz (1985), DeVoe and Iyengar (2004), and Brislin et al. (2005) found that intrinsic motivation had a more substantial effect on work motivation than extrinsic motivation. Furthermore, Dündar et al. (2007) found that intrinsic motivation is more effective in work motivation than extrinsic motivation. On the other hand, Wiley (1997) found in his study that intrinsic and extrinsic motivation tools do not differentiate employees' motivation.

6. Conclusion

As a result, it was observed that both intrinsic and extrinsic motivation factors are essential for the performance of employees. In particular, it has been determined that intrinsic motivation factors are more effective than extrinsic motivation factors. In this context, it can be argued that it is crucial to provide employees with the support that will increase their intrinsic motivation. In addition, considering that intrinsic motivation has an effect on contextual performance, increasing the quality of the work employees do in order to increase the intrinsic motivation of the

employees, such as ensuring that the work done is respected, giving authority and responsibility, and providing a positive organizational climate will contribute positively to the job performance of the employees.

It has been observed that extrinsic motivation factors also positively affect employee performance and, at the same time, increase intrinsic motivation. Thus, it is possible and even necessary to increase external motivation by offering sufficient wages and rewards, being reliable and equal, maintaining job security, improving physical conditions, and providing sufficient equipment.

Since task performance increases with the increase in education level, opportunities for increasing the education level of employees should be increased, and training programs should be initiated for employees. On the other hand, considering that motivation and performance do not vary by gender, it is scientifically unnecessary to distinguish between males and females in working life. For this reason, managers should treat their employees equally in terms of motivation and performance to ensure justice and avoid gender inequality.

Moreover, there is no difference between the motivation levels of various age groups. Therefore, organizations do not need to design differentiated motivational tools for young, middle-aged, and elderly employees. It is noteworthy that age does not cause a

difference in performance either.

While marital status does not lead to different work performances, motivation levels of single employees are significantly higher than married ones. Therefore, managers should separately investigate the factors motivating single and married employees. Besides, it seems necessary to develop alternative solutions for the married workforce in order to increase their motivation level.

This study was conducted in a single bank operating in Bosnia-Herzegovina. Therefore, the results should be interpreted considering these limitations. Accordingly, the relationship between performance and motivation may differ in different cultures, sectors, and even financial institutions in the same region. For this reason, conducting similar studies among employees in different cultural regions and sectors would be beneficial. For example, the motivation and performance relationship in the tourism sector might be different from the banking sector. On the other hand, considering that motivational tools may affect performance differently in a country with a high per capita income level, it would be beneficial to conduct studies in regions with different socio-economic levels.

It should be admitted that there are numerous studies on employee motivation and job performance. Even though a positive relationship is expected, situational factors can bring unpredictable results. Global problems such as a pandemic, increasing tension worldwide, and severe digitalization can easily upset the balance. Shifting to remote working, discussions around work-life balance and depressed economic conditions require further studies on motivation and performance.

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