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The Effect of Motivation Techniques on Increasing Employee Performance and a Study in Iran

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Abstract:

The aim of this study is to investigate the effect of motivation on individual performance of the employees in Iran.

This study was conducted in accordance with the relational screening model. The research sample consists of 93 people working in Iran.

According to the findings of the study, there is a positive relationship between the performance and motivation of the employees.

Keywords: Motivation, job performance

1. Introduction

Motivation and performance evaluation concepts have become important for companies that wish to maintain their existence in today's business life, where there is an intense and continuous competition. Employees are one of the most important elements for organizations. Achieving the goals of the organization is closely related to the performance of the employees. Therefore, the performance of the employees is important for the organizations.

Improving the individual performance of the employees is related to their motivation levels. Therefore, employee motivation in business life is an important concept. Motivation can be defined as the sum of efforts that constantly lead people to a specific purpose. Increasing the productivity of an organization is related both to employee motivation and job performance. Managers should use a variety of motivation techniques to improve the performance of employees.

Individual performance and motivation are interrelated concepts. Increasing the motivation of the employees is an important factor for good performance. Improving the performance of the employees will also improve the performance of the organization.

Performance evaluation is a system in which the employee's job skills are compared with their colleagues. Employees have the opportunity to see the results of their performance and how well it matches the requirements of the job. The concept of motivation, in its simplest form, can be defined as the process of activation that directs a person to a situation, behavior or an event.

The aim of this study, which examines the effect of motivation techniques on increasing the performance of the employees working at organizations in Iran, is to investigate the effect of motivation techniques on employee performance within the scope of different socio-demographic factors and to reveal the results.

In today's business life, the motivation and performance of the employees play a big role in ensuring the continuity of the organizations. In business life, where employees are representatives of the organizations, organizations give importance to employee motivation and performance. In this respect, it is important to investigate and reveal the effects of motivation techniques applied to employees on their performance. This study is important in terms of measuring the effect of motivation techniques on increasing employee performance, being carried out in a country other than Turkey, and being comparable with Turkey

2. Theoretical Framework

2.1. Concept of Motivation

It is possible to come across multiple definitions of motivation, both scientific and non-scientific. In the simplest way, the concept of motivation can be explained as the force that drives a person to a situation, event, or behavior. Motivation is the effort people willingly make in order to achieve organizational and individual goals (Tunçer, 2013). When we consider the concept of motivation from another angle, it is the process of stimulating people for their needs and taking action to meet their needs (Gagne et al., 2005). Influencing individuals to do the job with the desired qualification and quantity is called motivation (Güney, 2011).

The concept of motivation is the mobilization of the psychological and physiological needs of individuals. It is ensured that the person directs their efforts towards the activities of the organization by increasing motivation. In this way,

the productivity of both the organization and the individuals increases at the same time. If productivity and success are desired in an organization, it is important that employees are well motivated (Özdemir & Muradova, 2008).

2.2. Importance of Motivation

Motivation in working life emerges as a factor that affects the employee both positively and negatively. The concept of motivation is of great importance for people to establish healthy relationships and continue a happy life. According to the data obtained as a result of the studies performed, it is necessary for the organizations to benefit from manpower in a productive and effective way in order to achieve success. It is possible for an employee to work efficiently and effectively by being motivated in the best way.

In order for individuals and companies to achieve their goals, individuals must be willing and their efforts directed towards this purpose. The motivation level of the individual is the factor that ensures this. For these reasons, ensuring the motivation of employees is one of the most important issues of business life. Because motivation plays a key role in influencing both employee and company success. The importance of motivation is divided into three categories as employees, managers and institutions (Gümüş, 1995).

2.2.1. Importance of Motivation for Employees

Employees are the key elements that enable organizations to achieve their goals. For this reason, organizations desire employees to work with maximum productivity. It is very important for the organizations to assume the necessary responsibilities and to create the appropriate conditions to motivate the employees to work with the desired productivity. In order to achieve this motivation, organizations should have a clear vision and allow employees to have a say in important issues (Yılmaz & Eroğlu, 2010).

Employees generally want to be motivated by various factors. For this purpose, employees mainly want to the promises that were made to be met.

What motivates the individual is identified by recognizing, understanding, and observing the employee's environment. The problems of individuals who can communicate well can be solved more easily. The relationship between colleagues will be positive in this way, and this situation will be reflected to the manager. The higher the motivation of the employees, the stronger the performance. Thus, people will have done both quality and hard work in a limited time and because they are happy with the work they do, they get rid of the monotonous business life and do their job more enjoyably (Yazıcıoğlu and Akbulut, 2016)

In addition to the positive effects of a high level of motivation, the negative effects that a low level of motivation are as follows (Yılmaz & Eroğlu, 2010);

- If the mental labor and talent of the employees are active during the performance of the work, the productivity is greatly and positively affected. However, if employees do not use their mental labor and skills effectively during the performance of the work, organizational productivity is not affected positively to a large extent.
- Low level of motivation in employees leads to physical discomfort.
- The rate of quitting among employees is higher in the case of low motivation, so the turnover rate increases. Arriving late for work and absence increases.

2.2.2. The Importance of Motivation for Managers

Managers attach great importance to motivation in order to achieve organizational goals and to use behaviors of employees in favor of these goals. It is one of the most important responsibilities of managers to ensure that employees behave towards organizational goals. Another one of the principal duties of the manager is to realize the talent and potential of individuals for organizational purposes (Yılmaz & Eroğlu, 2010).

Managers can maintain their position within the organization to the extent that they make it possible that employees provide a good service in line with the organizational goals by establishing a good communication with them (Işıksaçan, 2008).

In order for the organizations to be successful, it is necessary to ensure that employees participate in making decisions, to convince them of the importance of their work, to increase their responsibilities, and to ensure that they have certain goals, but also organizations that aim at efficiency and high profits need to establish relations with the employees at a common point with mutual trust. In this respect, the manager should establish a good relationship level by keeping the motivation of both the employee and the organization high. At the same time, in order to motivate employees well, the managers should first motivate themselves (Yılmaz & Eroğlu, 2010).

The managers should be aware that in order to achieve their goals, they must know the employees, understand the factors affecting performance and cooperate with the employees. In this context, the manager should be aware of the individual differences between the employees and not try to motivate all employees in the same way (Koçel, 2005).

A good manager should also be an example to employees. To this end, managers should be well motivated and have big but realistic goals, high energy and unlimited enthusiasm. They must plan for success and find short cuts. The most motivating factor in individuals is, undoubtedly, success (Genç, 2007).

2.2.3. Importance of Motivation for Organizations

At the center of the purpose and continuity of the companies are the basic elements such as productivity, profitability and efficiency. In order for companies to achieve these elements at the maximum level, firstly they need to produce the least amount of input and the most amount of output in the production and/or service field where they are

active; and also, they need to provide supply of resources in the most active way. For this reason, employing the workforce at the maximum level, which is the most important input of an organization, is one of the primary tasks of organizations. In order for the employees to deliver a successful performance in the organization, their physical, psycho-social motivation needs to be ensured. Therefore, it is possible to say that motivation is the most important tool for achieving success (Genç, 2007).

Motivation ensures that employees are successful and productive in the organization and achieve individual satisfaction. The power that is needed to achieve one's goals and succeed is provided by motivation. A good motivation system that serves the company's goals and objectives can provide the following benefits (Karaman, 2010):

- Provides the social and economic welfare conditions and ensures efficiency of employees and companies.
- A flexible motivation system contributes to the adaptation of companies to changing social, economic and technological conditions.
- Unites the goals of the organization and the employees to ensure continuity of the organization and helps eliminate the negativities that may arise over time.
- In addition to increasing the satisfaction that the employees expect from the company, it also has a positive effect on increasing the productivity of the company.

2.3. Individual Performance

The English word 'performance' has been adopted by Turkish language. The concept of performance has more than one meaning in the literature. According to the definition of Turkish Language Association, performance means 'success' (Özdevecioğlu and Kanıgür, 2009). Performance also includes the meanings of "doing, skill, achievement, capacity, finishing a job and performing the task effectively" in the dictionary.

The concept in question is the level of success that an individual achieves as a result of the effort he/she puts in while performing a task. In a general expression, performance is the sum of attitudes and behaviors of the personnel while performing their task. According to different circumstances, it can be come across in different examples such as job, assuming a task, taking part in a discovery (Özdevecioğlu and Kanıgür, 2009).

According to Ivancevich's definition, it is a function of the capacity to perform, opportunity to perform, and willingness to perform (Örücü and Kanbur, 2008). To expect high performance from a person, the person needs to know which job needs to be done and how it will be done. It is the capacity to do the job, which includes talent, experience and knowledge. The opportunity to do so is to provide the necessary requirements for good performance to occur, without which it is unlikely to achieve performance. The other important factor, the desire to do, is related to whether the employee is zealous in this regard for the progress of the work (Mercanlıoğlu, 2012).

The individual's performance is related to their own skills and beliefs. Therefore, performance cannot be expected to remain indifferent to change and impact. As a result, the concept of performance, which can have different meanings in different processes, has a multi-dimensional aspect. Therefore, the task of defining performance is quite difficult because it will not include all the dimensions of the concept of performance (Barutçugil, 2002).

2.4. Importance of Individual Performance

With the globalization that has emerged today, the new economic conditions that have emerged in the world have started to evolve into more flexible structures in order to adapt to different business sectors (Büte, 2011). Organizations should always closely monitor their individual and corporate performance and be open to innovations in order to adapt to these changes and follow the innovations. A company can achieve its goals depending on the employee's performance. In this context, when taken as a whole, the performance of the organization will increase with employee performance. Similarly, it is possible to say that the competitiveness of companies increases as the performance of the employees increases (Karaman, 2007).

The importance of performance for employees, managers and organizations can be listed as follows.

2.4.1. Importance for Employees

It is very important for the employees to know the criteria according to which job performance is measured after starting to work at a company and receiving the necessary training for the job. Persons in the position of the manager of the employee have the obligation of providing the necessary information to the employee in this regard. The prospect of promotion is often important for most employees. To this end, employees strive to prepare for more satisfying jobs and learn what they can do to improve their success. The importance of performance evaluation emerges at this point (Bingöl, 2006: 324).

The benefits of performance to employees are as follows (Uyargil et al., 2008):

- Provides employees with information about their performance and helps them to see what they are missing and what they need to improve.
- Helps employees know their managers' views and expectations about their performance.
- Strengthens working relationships.
- Employees' sense of responsibility within the organization increases.
- Allows employees to plan their own personal development.
- Psychological needs of individuals are met.
- Employee satisfaction and confidence increases.

2.4.2. Importance for Organizations

Nowadays, companies attach special importance to the evaluation of employee performance. Because the performance of companies with good individual performance of employees will be similarly good. In addition, a well-established performance evaluation system leads to the emergence of an organizational climate that will increase company productivity and efficiency. For this reason, companies should use performance evaluation techniques that are appropriate to their conditions and apply the obtained data. However, as much as the appropriateness of the techniques used, it is of great importance that the outputs to be obtained are realistic and that these outputs are applied in a fair manner at the company (Tunçer, 2013).

- The benefits of the performance system to the company can be listed as follows (Uyargil et al., 2008):
- Helps companies increase productivity, profitability and improve service quality.
- Identifies what the current or potential problems are.
- Enables the preparation of training programs for the company and, in particular, the determination of training needs.
- Supports the objectives and strategic plans of the company. The performance evaluation system allows companies to analyze whether different human resources practices are achieving the desired results and to analyze the outputs.
- Ensures the harmony of individual and organizational objectives.
- Makes it easier to reward success and establish unbiased criteria for wages.
- It provides easier elimination of short-term problems caused by factors such as turnover and absenteeism.
- It gives the impression that the company is a successful and safe company both inside and outside.

2.4.3. Importance for Managers

Performance evaluation system is extremely important for executives to perform planning and control functions which are among the most important tasks. Executives enable the performance of both employees and units in the company to be improved through a good performance system. The advantages of performance evaluation for managers can be listed as follows (Uyargil et al, 2008).

- Enables managers to be more effective in planning and controlling, and improves the performance of both employees and the company.
- Provides knowledge about the level of benefits in the effort to achieve goals
- Helps to ensure more positive communication and relations between the company and employees.
- Enables managers to identify the missing and positive aspects of employees and guides them to improve themselves.
- Enables feedback on managerial decisions on issues such as rotation, remuneration, merit, training needs, and dismissal.
- Managers develop managerial knowledge and skills or acquire opportunities to easily apply these knowledge and skills.

3. Method

3.1. Purpose and Importance of the Study

The purpose of this study is to investigate the effect of motivation on individual performance at the organizations in Iran.

Nowadays, the motivation and individual performance of the organizations play a big role in providing business life. In this respect, it is important to examine the motivation and performance of the employees

The fact that this study was carried out in a country other than Turkey is important in terms of data comparison with studies carried out in Turkey.

3.2. Method of Research

This study is organized in accordance with the "relational screening model." All research designs aiming to determine the presence and/or degree of interchange between two or more variables are defined as "relational screening models"

3.3. Scope of the Research

This research was applied to employees at organizations in Iran in 2018. The identity information of the people was not taken in the survey of the research. Employers were informed that the survey data would remain confidential. 118 people working in various units of the organization were reached during the research. 109 of the questionnaires were answered. However, because some employees did not fill the data correctly, 93 of them were included in the analyses.

3.4. Data Collection Tools

3.4.1. Motivation Scale

In order to measure the employee motivation, they scale that Prof. Hatice Özutku created in her study "The Effect of Intrinsic and Extrinsic Motivation Tools on Employee Motivation: An Empirical Study," based on Mottaz (1985), Brislin et al.

(2005), and Mahaney and Lederer (2006)'s work was used.

There are two-way questions in the survey as motivation, intrinsic and extrinsic motivation. The scale for motivation tools consists of 24 items. Three-point likert scale was used. Items numbered 1-9 are about intrinsic motivation and 19-24 are about extrinsic motivation.

3.4.2. Individual Performance Scale

In the study, a 5-point Likert-type questionnaire consisting of 12 questions developed by Choo (1986) was used to measure individual performance. Choo (1986) showed that there is a strong correlation between the method where employees determine their own performance and the method where managers evaluate the performance of employees. For this reason, it was considered that the scale where employees evaluate their own performance is more appropriate to use. The reliability and validity study of the scale in Turkish was conducted by Ceylan and Ulutürk (2006).

4. Results

The findings obtained as a result of the research are tabulated below

		N	%
Gender	Woman	55	59.1
	Man	38	40.9
Marital Status	Single	31	33.3
	Married	62	66.7
Age	18-23	22	23.7
	24-29	19	20.4
	30-35	28	30.1
	36-40	24	25.8
Educational Status	Elementary School	23	24.7
	High School	17	18.3
	Associate Degree	20	21.5
	Undergraduate Degree	21	22.6
	Master's Degree and above	12	12.9
Form of Employment	Full-Time	76	81.7
	Part-Time	17	18.3
Total amount of time worked at the organization	0-5 years	38	40.9
	6-10 years	29	31.2
	11-15 years	17	18.3
	16 years and above	9	9.7
	Total	93	100

Table 1: Distribution by Demographic Characteristics

55 (59.1%) of the participants were female and 38 (40.9%) were male. 31 (33.3%) of the participants were single and 62 (66.7%) were married. 22 (23.7%) of the participants were in the age group of 18-23, 19 (20.4%) were 24-29, 28 (30.1%) were 30-35, 24 (25.8%) were 36-40. 23 (24.7%) of the participants had an education level of elementary school, 17 (18.3%) high school, 20 (21.5%) associate degree, 21 (22.6%) undergraduate degree, 12 (12.9%) master's degree or above. 76 (81.7%) of the participants were full-time employees and 17 (18.3%) were part-time. 38 (40.9%) of the participants worked at the organization for a total of 0-5 years, 29 (31.2%) 6-10 years, 17 (18.3%) 11-15 years, 9 (9.7%) more than 16 years.

	Cronbach's Alpha	n
Intrinsic Motivation	0.723	9
Extrinsic Motivation	0.739	6
Motivation	0.765	24
Individual Performance	0.780	12

Table 2: Reliability Tests of the Factors

The reliability coefficients of the data obtained from the employees were measured as intrinsic motivation (0.723), extrinsic motivation (0.739), motivation (0.765) and individual performance (0.780).

	Individual Performance	Motivation	Intrinsic Motivation	Extrinsic Motivation
Mean	3.18	1.90	1.83	2.02
Std. Dev.	±0.35	±0.11	±0.18	±0.24
Minimum	2.33	1.58	1.33	1.50
Maximum	4.00	2.17	2.22	2.83

Table 3: Data on Motivation and Individual Performance

Intrinsic motivation levels of the participants were found to be (1.83 ± 0.18); external motivation levels (2.02 ± 0.24); motivation levels (1.90 ± 0.11); individual performance levels 3.18 ± 0.35.

The analysis of the comparison of motivation and individual performance scores of the participants according to gender variable is given in Table 4.

N=80		N	Ort.	Ss.	F	P
Intrinsic Motivation	Woman	55	1.85	±0.19	1.321	0.232
	Man	38	1.81	±0.16		
Extrinsic Motivation	Woman	55	2.00	±0.26	0.496	0.309
	Man	38	2.05	±0.22		
Motivation	Woman	55	1.90	±0.11	0.720	0.690
	Man	38	1.91	±0.10		
Individual Performance	Woman	55	3.24	±0.37	0.332	0.064
	Man	38	3.10	±0.31		

Table 4: Comparison of Motivation and Individual Performance Scores by Gender

"Student t test" was used to determine whether the motivation levels and individual performances of the employees showed a significant difference according to gender. According to the results of the analysis, a statistically significant result could not be reached ($p > 0.05$).

The comparison of motivation and individual performance scores of the participants according to the marital status variable is given in Table 5.

N=80		N	Mean	Std. Dev.	F	P
	Single	31	1.83	±0.16		
Intrinsic Motivation					0.885	0.851
	Married	62	1.84	±0.18		
	Single	31	2.09	±0.27		
Extrinsic					1.002	0.039
	Married	62	1.98	±0.22		
	Single	31	1.94	±0.11		
Motivation					0.223	0.051
	Married	62	1.89	±0.10		
	Single	31	3.19	±0.34		
Motivation					0.0228	0.849
	Married	62	3.18	±0.36		
Individual Performance						

Table 5: Comparison of Motivation and Individual Performance Scores by Marital Status

"Student t test" was used to determine whether the motivation levels and individual performances of the employees showed a significant difference according to marital status. As a result of this analysis, intrinsic motivation, motivation and individual performance of employees did not differ significantly according to marital status ($p > 0.05$). However, a significant result was reached in terms of extrinsic motivation of the employees ($p < 0.05$). According to the results of the analysis, the extrinsic motivation of single individuals is significantly higher than the married individuals. The comparison of motivation and individual performance scores of the participants according to the age variable is given in Table 6.

N=93		N	Mean	Std. Dev.	F	P
	18-25	22	1.83	±0.14		
	26-30	19	1.91	±0.18		
Intrinsic Motivation	31-35	28	1.78	±0.21	1.787	0.155
	36-40	24	1.84	±0.15		
	18-25	22	2.04	±0.21		
Extrinsic Motivation	26-30	19	2.09	±0.26	1.371	0.257
	31-35	28	1.95	±0.21		
	36-40	24	2.02	±0.29		
	18-25	22	1.92	±0.09		
	26-30	19	1.96	±0.12		
Motivation					1.401	0.206
	31-35	28	1.95	±0.11		
	36-40	24	1.92	±0.08		
	18-25	22	3.23	±0.38		
	26-30	19	3.24	±0.41		
Individual Performance					0.506	0.679
	31-35	28	3.13	±0.37		
	36-40	24	3.17	±0.24		

Table 6: Comparison of Motivation and Individual Performance Scores by Age Variable

"Anova" was used to determine whether the motivation levels and individual performances of the employees showed a significant difference according to age variable. According to the results of the analysis, a statistically significant result could not be reached ($p > 0.05$).

The comparison of motivation and individual performance scores of the participants according to the educational status variable is given in Table 7.

N=93		N	Mean	Std.	F	P
	Elementary School	23	1.85	±0.19		
	High School	17	1.83	±0.24		
Intrinsic Motivation	Associate Degree	20	1.88	±0.19	0.822	0.515
	Undergraduate Degree	21	1.78	±0.11		
	Master's Degree and above	12	1.84	±0.11		
	Elementary School	23	2.03	±0.27		
	High School	17	2.03	±0.25		
Extrinsic Motivation	Associate Degree	20	1.98	±0.24	0.644	0.633
	Undergraduate Degree	21	2.07	±0.20		
	Master's Degree and above	12	1.94	±0.26		
	Elementary School	23	1.90	±0.10		
	High School	17	1.93	±0.12		
Motivation	Associate Degree	20	1.90	±0.14	0.300	0.877
	Undergraduate Degree	21	1.90	±0.08		
	Master's Degree and above	12	1.89	±0.09		
Individual	Elementary School	23	3.15	±0.33	1.097	0.363
Performance	High School	17	3.29	±0.40		
	Associate Degree	20	3.13	±0.43		
	Undergraduate Degree	21	3.12	±0.31		
	Master's Degree and above	12	3.30	±0.17		

Table 7: Comparison of Motivation and Individual Performance Scores of the Participants by Educational Status

"Anova" was used to determine whether the motivation levels and individual performances of the employees showed a significant difference according to educational status variable. According to the results of the analysis, a statistically significant result could not be reached ($p > 0.05$).

The comparison of motivation and individual performance scores of the participants according to the form of employment variable is given in Table 8.

N=80		N	Mean	Std. Dev.	M	P
Intrinsic Motivation	Full-Time	76	1.84	±0.18	630.500	0.875
	Part-Time	17	1.83	±0.17		
Extrinsic Motivation	Full-Time	76	2.01	±0.25	575.550	0.474
	Part-Time	17	2.05	±0.22		
Motivation	Full-Time	76	1.90	±0.11	635.000	0.912
	Part-Time	17	1.91	±0.07		
Individual Performance	Full-Time	76	3.22	±0.36	408.000	0.018
	Part-Time	17	3.02	±0.21		

Table 8: Comparison of Motivation and Individual Performance Scores of Participants by Form of Employment

"Mann Whitney U" was used to determine whether the motivation levels and individual performances of the employees showed a significant difference according to form of employment variable. According to the analysis results, intrinsic motivation, extrinsic motivation and motivation do not differ according to the form of employment ($p>0.05$). Individual performances of full-time employees were found to be significantly higher than those of part-time employees. The comparison of motivation and individual performance scores of the participants according to the total amount of time worked at the organization variable is given in Table 9.

N=93		N	Mean	Std. Dev.	χ^2	P
	0-5 years	38	1.86	± 0.17		
	6-10 years	29	1.78	± 0.17		
Intrinsic Motivation					3.252	0.354
	11-15 years	17	1.83	± 0.18		
	16 years and above	9	1.92	± 0.17		
Extrinsic Motivation	0-5 years	38	1.96	± 0.22		
	6-10 years	29	1.99	± 0.29	12.338	0.006
	11-15 years	17	1.97	± 0.16		
	16 years and above	9	2.09	± 0.22		
Motivation	0-5 years	38	1.85	± 0.10		
	6-10 years	29	1.86	± 0.11		
					16.457	0.001
	11-15 years	17	1.85	± 0.09		
	16 years and above	9	1.96	± 0.05		
	16 years and above	9	1.96	± 0.05		
Individual Performance	0-5 years	38	3.21	± 0.38		
	6-10 years	29	3.15	± 0.34		
					8.598	0.035
	11-15 years	17	3.31	± 0.29		
	16 years and above	9	2.95	± 0.26		

Table 9: Comparison of Motivation and Individual Performance Scores of Participants by Total Amount of Time Worked at the Organization

"Kruskall Wallis" was applied to determine whether the motivation levels and individual performances of the employees showed a significant difference according to the total amount of time worked at the organization variable. According to the analysis results, intrinsic motivation and individual performance do not differ according to the total amount of time worked at the organization ($p>0.05$). Extrinsic motivation and general motivation of employees who have worked at the organization for over 16 years were found to be significantly higher than the others.

The findings of the correlation analysis of the study are given in Table 10.

	Intrinsic Motivation	Extrinsic Motivation	Motivation			Individual Performance
Intrinsic Motivation	1					
Extrinsic Motivation	0.330**	0.000	1			
Motivation	0.636**	0.000	0.648**	0.000	1	
Individual Performance	0.258**	0.000	0.313**	0.000	0.288**	1
					0.000	

Table 10: Findings Related to Correlation Analysis

** Correlation Significant At 0.01 Levels

* Correlation Significant At 0.05 Levels

According to the results of Pearson correlation analysis conducted to investigate the relationship between individual performance and motivation; a weak positive relationship was found between individual performance and intrinsic motivation, extrinsic motivation, and motivation.

5. Discussion

Motivation is one of the most important factors affecting the productivity and success of the employees. High level of motivation of employees will also affect individual performance. Employees with a low level of motivation will not be beneficial to themselves and the institution where they work. Certain factors play a role in providing motivation, which is very important for organizations. The more effectively organizations use these factors, the better employee performance and the higher the productivity of the organization.

Performance evaluation is another factor that affects the continuity and profitability of institutions. Almost every institution in the business life carries out a performance evaluation application, whether systematic or not. A systematic and fair performance evaluation will be effective in making a difference for both staff and organization. The appropriateness of the evaluation is important for increasing the motivation of the employees. An unfair and inappropriate evaluation system will bring about various disadvantages for the staff and the institution.

In this study, the effect of motivation techniques on improving employee performance in Iran was investigated and evaluated according to various socio-demographic factors.

According to the findings of the analysis that examined whether employee motivation and individual performance differ by gender, no significant difference was found. As the gender roles of men and women converge nowadays, this result can be seen as normal. The idea that women should be present in the business life may also be the reason for this situation.

According to the findings of the analysis that examined whether employee motivation and individual performance differ by marital status, no significant difference was found. In other words, being married or single does not make any difference in individual performance and motivation.

According to the findings of the analysis that examined whether employee motivation and individual performance differ by age, no significant difference was found. The absence of a significant difference according to the age factor may lead to the conclusion that employees in all age groups have similar expectations from their organizations and that the organization approaches employees in a similar and fair manner regardless of their age.

According to the findings of the analysis that examined whether employee motivation and individual performance differ by educational status, no significant difference was found. This situation may lead to the conclusion that the institution in which the employees are working meets the expectations of the employees who may have various levels of education in a fair way.

According to the findings of the analysis that examined whether employee motivation and individual performance differ by total amount of time worked at the organization, no significant difference was found. According to these findings, while individual performance and intrinsic factors do not vary according to the form of employment, the level of motivation and extrinsic motivation of employees who have worked at the organization for 16 years and over are higher than other employees. Total amount of time worked at the organization is the most important factor affecting the employee's experience. The experience, knowledge, and know-how of the employee is related to the total amount of time they have worked at the organization. The fact that an employee who has worked at the organization for a longer time has more experience will affect their motivation directly. Since the extrinsic motivation factor will also be affected by the employees' relationships in the institution, this result is considered normal.

According to the findings of the analysis that examined whether employee motivation and individual performance differ by form of employment, a significant difference was found. According to these findings, while motivation and its sub-factors did not differ according to the form of employment variable, individual performances of full-time employees were found to be higher than those of part-time employees. Failure to fully engage part-time workers will affect their commitment to the work and their individual performance.

The relationship between employee motivation techniques and performance was examined and found to be a positive relationship. According to this finding, increased motivation will improve performance.

As a result, it was found in this study that the motivation techniques and increased performance relationship of the employees working in Iran, who have various socio-demographic levels, did not differ by gender, age, educational status, and marital status, but it did differ by total amount of time worked at the organization and form of employment. From this aspect, the results of this study have similarities with the results of studies conducted in Turkey.

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