

**T.C.**  
**ISTANBUL AYDIN UNIVERSITY**  
**INSTITUTE OF GRADUATE STUDIES**



**DETERMINING THE EFFECT OF MOTIVATION ON  
EMPLOYEE PRODUCTIVITY: AN EMPIRICAL STUDY**

**MASTER'S THESIS**

**Saifullah MURAD**

**Department of Business**  
**Business Administration Program**

**October 2022**



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**Business Administration Program**

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**October 2022**

**APPROVAL PAGE**

## **DECLARATION**

I hereby respectfully announce that the study "Determining the Effect of Motivation on Employee Productivity: An Empirical Study." which I presented as a master's thesis, without any help in violating ethics and scientific traditions in all processes from the project stage to the end of the thesis and those works.  
(31/10/2022)

Saifullah MURAD

## **FOREWORD**

I would like to acknowledge all my professors, lecturers, and colleagues for their support in the writing and editing of this thesis.

October 2022

Saifullah

MURAD

# **DETERMINING THE EFFECT OF MOTIVATION ON EMPLOYEE PRODUCTIVITY: AN EMPIRICAL STUDY**

## **ABSTRACT**

The change in the business environment and the competitive environment has increased the demand for the development of goods and their quality. And the gradual change from a production-based economy to a service-based economy has led many companies to adopt a different and new approach to managing work and employees. Today's successful organizations are looking for the best and always try to attract the best people and use them to achieve their goals. Many organizations gravitate towards the goals that are the best, but poor management has a negative impact on their motivation.

This study was designed to determine the effect of motivation on employee productivity at Khurshid Autopart Company. A questionnaire was used to collect information in the study; 32 questions on external compliance, social and personal adjustment, individual regulations, lack of motivation, internal motivation, and internal regulation were suggested and a questionnaire was obtained from 217 employees of the company. The obtained data were analyzed with SPSS software. Two hypotheses out of a total of 6 hypotheses were accepted while the other four hypotheses were rejected by performing various tests. The two accepted hypotheses include external adjustment and social and personal adjustment variables. These two variables have a positive and significant effect on employee productivity, but the other four variables, individual regulation, lack of motivation, intrinsic motivation and intrinsic regulation, do not have a significant relationship with employee productivity, so these four variables were rejected.

**Keywords:** Motivation, External Regulation, Social and Personal Regulation, Employee, Productivity.

# MOTİVASYONUN ÇALIŞAN VERİMLİLİK ÜZERİNE ETKİSİNİN BELİRLENMESİ: AMPİRİK BİR ÇALIŞMA

## ÖZET

İş ortamındaki ve rekabet ortamındaki değişim, malların geliştirilmesine ve kalitesine olan talebi artırmıştır. Üretime dayalı bir ekonomiden hizmete dayalı bir ekonomiye kademeli geçiş, birçok şirketin iş ve çalışan yönetimi konusunda farklı ve yeni bir yaklaşım benimsemesine neden olmuştur. Günümüzün başarılı organizasyonları en iyiyi aramakta ve her zaman en iyi insanları çekmeye ve hedeflerine ulaşmak için onları kullanmaya çalışmaktadır. Birçok kuruluş en mükemmel olan hedeflere yönelir, ancak kötü yönetim onların motivasyonları üzerinde olumsuz etkiler yaratır.

Bu çalışma, Khurshid Autopart Company'de motivasyonun çalışan verimliliğine etkisini belirlemek amacıyla tasarlanmıştır. Çalışmada bilgi toplamak için bir anket kullanılmış; dış uyum, sosyal ve kişisel uyum, bireysel düzenlemeler, motivasyon eksikliği, iç motivasyon, ve iç düzenlemeye ilişkin 32 soru önerilmiş ve şirketin 217 çalışanından anket elde edilmiştir. Elde edilen veriler SPSS yazılımı ile analiz edilmiştir. Çeşitli testler yapılarak toplam 6 hipotezden iki hipotez kabul edilmiş ve diğer dört hipotez reddedilmiştir. Kabul edilen iki hipotez, dışsal uyum ile sosyal ve kişisel uyum değişkenlerini içermektedir. Bu iki değişken çalışan verimliliği üzerinde pozitif ve anlamlı bir etkiye sahiptir ancak diğer dört değişken bireysel düzenlemeler, motivasyon eksikliği, içsel motivasyon ve içsel düzenleme, çalışan verimliliği ile anlamlı bir ilişkiye sahip değildir, bu nedenle bu dört değişken reddedilmiştir.

**Anahtar Kelimeler:** Motivasyon, Dış Düzenleme, Sosyal ve Kişisel Düzenleme, Çalışan, Verimlilik.



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# **I. INTRODUCTION**

## **A. Background of the Study**

The primary issue of management in every organization is the concept of accomplishing the company's objectives. Companies are made up of persons who have incentives and disincentives to maximize utility and cooperative profit. They do this by channeling their aims and objectives through the organogram, hierarchy, and other physical, psychological, or other structures. It is not common to associate successful utilization of material and human resources with sufficient compensation. According to (Mullins, 2005), remuneration is regarded as one of the most powerful motivators for workers to perform more efficiently and effectively in order to meet the organization's goals. When there are good rewards, people who completely attempt to attain organizational objectives are more likely to enhance their performance and encouraged to complete specific duties. Due to the following factors, managers began to rethink employee motivation in the late 1960s (Burns, 2004). Both the amount of economic pressure and the effectiveness of labor were constantly rising. This also relates to the acknowledgement that the degree to which employees were motivated to complete their duties and tasks at work had an influence on their level of effort.

While the formulation and attainment of such motivation vary from person to person, they are very similar or use the same method. Regardless of character differences, everyone should be motivated by the same causes, *ceteris paribus*. One example is how money may motivate people. According to (Burns, 2004), what motivates people to perform better at work is motivation. It ensures that the organization's objectives are successfully met while assisting personnel in producing the necessary outputs with efficiency and effectiveness.

For many companies, a motivated and content employee is a need for productivity and profitability. It is important to remember that motivation and work satisfaction are different things. Motivation is the drive and impulse to achieve a goal

or fulfill a desire, whereas pleasure is the sense of completion that an employee feels once their desires have been met. To manage human resources at work successfully and efficiently, motivation has generally been utilized as a method up until now.

Significantly, it has been found in several studies that motivation increases production. What circumstances or contributing variables cause this still remain a mystery (Deci & Richard, 2012). Note that relatedness, autonomy, and perceived competence are three elements that affect intrinsic motivation. The overall impact of these and other motivational factors on Khurshid Auto Part Company's particular norms and cultures is examined in this study.

## **B. Problem Statement**

As made sense of in the presentation, inspiration differs from one individual to another, while the development and accomplishment of such inspiration are practically the same or from a similar technique. Similar variables are *ceteris paribus* expected to inspire individuals across a wide range of character variety. The persuasive part of cash is one. As made sense of by (Byrne, 2004), inspiration is the main impetus of representatives to perform better working. It assists representatives with accomplishing the ideal outcomes with proficiency and adequacy while guaranteeing that the goals of the association are all around accomplished. As per (Mullins, 2005), many issues include inspiration among representatives in any association. Once more, the vast majority of the information accessible in the writing has shown that numerous analysts have zeroed in on the impacts of inspiration on authoritative efficiency. For instance, he directed research on the impacts of representative inspiration on hierarchical efficiency in a mining organization in South Africa and viewed that as on the off chance that workers are very much roused, the association can find true success. Once more, (Ganta, 2014) investigated authoritative award frameworks for workers and their outcomes on hierarchical development. It was likewise found that such organizations that spur their workers are probably going to perform particularly well on the grounds that inspired representatives go about as an element of extraordinary upper hand. Different studies adopt different methods to deal with this issue. Some are more qualitative while others tend towards the quantitative side. This study aims to combine methods and look at motivational effects from both qualitative and quantitative approaches. In

addition, this study has also included an aspect of psycho-social aspects in its qualitative analysis, apart from internal motivational factors. Psychosocial effects play a significant role in influencing employee productivity.

Therefore, the relationship between management and employees has such an effect. However, there are not enough studies to determine the effect of employee motivation on their productivity empirically. Therefore, this study highlights the effect of motivation on worker productivity.

The purpose of this research is to what effect does motivation have on employee productivity in Khursheed Autopart Company?

### **C. Significance of the Study**

For many businesses, a motivated and content employee is a need for productivity and profitability. It's also critical to understand that motivation and work satisfaction are two different things. Motivation is the drive and impulse to achieve a goal or fulfil a desire, whereas pleasure is the sense of completion that an employee feels once their desires have been met. As a result, motivation in (organizations) seeks to increase productivity by utilizing overtime, allowances, grievance processes, shifts, and a systematic strategy of organizational growth before such plan is realized. To manage human resources at work successfully and efficiently, motivation has generally been utilized as a method up until now.

Significantly, it has been discovered in numerous studies that motivation increases production. What circumstances or contributing variables cause this still remain a mystery. (Deci & Richard, 2012) note that relatedness, autonomy, and perceived competence are three elements that affect intrinsic motivation. This research looks at these and other motivational factors as a whole and how they connect to Khurshid Autopart Company's particular norms and cultures.

Most importantly the dynamics of work and organizational operations are changing. The fourth industrial revolution is bringing about, and the normalization of decentralized systems within the economic, technological and political systems. The covid-19 pandemic has just sped up the process of organizational solutions such as remote working, and the normalization of decentralized monetary solutions like blockchain-based coins. This study comes at a crucial point when these aspects have



affected most organizations and individual employees. The traditional motivational factors should therefore be tested in light of these changes to organizational cultures and the pressures of the fourth industrial revolution (Rietveld et al., 2021).

#### **D. Research Objective**

- Investigating the effect of motivation on employee productivity.
- Investigating the effect of intrinsic motivation on productivity.
- Investigating the effect of external and social order on productivity.
- Investigating the effect of personal discipline on productivity.
- Investigating the effect of regulation of material affect productivity.
- Investigating the effect of Introjected edit on productivity.

#### **E. Research Hypothesis**

H1: Motivation will have a positive effect on employee productivity.

H1a: The intrinsic motivation will have a positive effect on employee productivity.

H1b: The external regulation social will have a positive effect on employee productivity.

H1c: The personal arrangement will have a positive effect on employee productivity.

H1d: The external regulation material will have a positive effect on employee productivity.

H1e: The introjected edits will have a positive effect on employee productivity.

#### **F. Essential Terms**

The following are essential terms that are employed in this study:

- Employer: This can be an organization or a person that hires people to work for the Khurshid Autopart Company.
- Employee: This is a person who is hired to work for wages or salary mostly at a non-executive level,

- Motivation: The effort and desire to achieve objectives or needs, whereas contentment refers to the sense of pleasure that an employee feels when the needs they sought are met.
- Rewards: This is a thing that is given to encourage a worker to achieve their target to get their rewards.
- Productivity: The ratio that exists between the output and the input volume.

### G. Limits of the Study

The limitations that I encountered in this research are: in general, the lack or absence of research culture due to the newness of the research phenomenon, failure to correctly answer the questionnaire due to the low level of public awareness, and a sense of danger. Respondents do not care about the questionnaire. Most companies, individuals, and organizations do not want to provide information. Research time and budget limitations.

### H. Structure of the Study

Table 1 summarizes the content of the main headings of this study.

Table 1 The Content of Main Headings

Section One	<p>INTRODUCTION</p> <p>This section includes the study's thorough outline. A summary of any significance of the thesis is provided. This section provides a clear view of the significant subject included in this study.</p>
Section Two	<p>REVIEW OF THE LITERATURE</p> <p>This section discusses in-depth the theories and conceptual frameworks guiding the topic. It also offers a holistic perspective of the study's context, existing margins, future parameters, and scope. This section will explore each of the theories in this chapter so that their logic can be applied to the analysis.</p>
Section Three	<p>RESEARCH METHODOLOGY</p> <p>This section contains methods of research and data analysis. In-depth, the size of samples, respondents, scope, statistical and qualitative methods. The main chapters or subjects of the questionnaire and statistical packages are revealed in this section.</p>
Section Four	<p>ANALYSIS</p> <p>This section includes all the findings extracted from the analysis and collected from SPSS software and associated methods. There is the analysis of the collected data in light of the hypotheses as well as the statistical and qualitative methods proposed. Data correction models and other such methods are used to analyze as normally distributed as possible and to minimize the data errors encountered. Tests such as Factor Analysis, Reliability Tests, Regression, Cronbach Alpha, Regression, Mean and Standard deviation. Chi-square and correlation tests are also used.</p>

Section Five

CONCLUSION AND RECOMMENDATION

This last section summarizes all the major observations and outlines of the thesis. It also gives direction on future subtopics or topics that related research may look into.

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## **II. LITERATURE REVIEW**

### **A. Introduction**

A theoretical framework is a set of basic assumptions necessary to limit and define the subject or theme of a science or a theory. The theoretical framework is one of the important concepts in the discussion of the research method. The purpose of choosing a research method is to determine what kind of research method is necessary to investigate a specific issue and what method and method the researcher should adopt so that he can get the answers to the desired research as accurately and quickly as possible. According to the purpose, scientific research can be divided into basic and applied research. Fundamental research is in search of discovering facts and facts and knowledge of phenomena and objects that develop the boundaries of general human knowledge and discover scientific laws and determine the characteristics and attributes of reality.

Although the expressions of the researchers regarding the definition of the theoretical framework are different. But these definitions are not much different from each other in terms of content. All in all, it can be said that a theoretical plan or framework in the field of social sciences is a systematic set of reassuring and more or less experienced and generalized hypotheses in the field of specific human social behavior, which is the basis and support of the analysis and the form of the researcher's arguments in a Forms a research plan. At the same time, the researcher tries to provide new examples for those general hypotheses during his data analysis. In other words, the work of the researcher in connection with the selected theoretical framework is to apply it as a set of general and coherent rules to new examples.

### **B. Concepts and Nature of Productivity**

The role of management in increasing productivity is not shortened in just one title and one thesis, but this is a phenomenon and a school of thought for development, creating a basis for effectiveness, methods of maintaining the

development of organizations, and in this format, this thesis is designed. In the first chapter about the concept and nature of management and the second chapter about the concepts and nature of productivity:

## **1. Definition of Productivity**

Productivity (in English: Productivity) is one of the concepts of economics and management, which is defined as: "the number of goods or services produced compared to each unit of energy or labor spent without reducing quality, or in this way: effectiveness along with efficiency. "In other words, productivity means obtaining the maximum possible profit by utilizing and optimally using labor force, power, talent and skill of human power, land, machine, money, equipment, time, place, etc., to promote the welfare of society. Productivity refers to the ratio of the work done to the work that should be done (Booth & Zimmel, 2004).

It can be said that for the first time the word "productivity" was used by a person in 1776 (AD). More than a century later, in 1833 (AD), a person named "Liter" defined productivity as "the ability to produce" or "the desire to produce" (Colli et al., 2005). It should be noted that the term productivity was expanded with the expansion of the industrial revolution and to increase the usefulness of labor, capital, and other such things, but the term water productivity has been expanded in recent years due to the lack of this valuable material. It seems that the best definition for productivity is obtaining the maximum possible profit and using the optimal force against the cost (Plag, 2020).

If we consider motivation as the internal factor that also makes human drivers move and try to achieve a specific goal or goals, the creation of this motivation in humans is the subject of discussion by all management scholars because paying attention to it plays a role in increasing efficiency and solving management problems. It is fundamental. It is necessary for every manager in the organization to be aware of the issue of employee motivation, which is the search for the cause and reason for the behavior of the members and people of the organization. Delving into the issue of motivation; the answer is the reasons for human behavior; why does a person work in an organization? Why are some people active and some inactive? What is the cause of job interest and disinterest in work? Motivation in the work environment is the final result of the combination of individual characteristics and

the nature of work and the work environment. Job motivation is one of the traditional pillars of human resource management studies. One of the important and basic conditions to achieve the goal in any job is to arouse and motivate the people who do that job. According to (Zsolnai & Tencati, 2009), one of the important duties of managers is to motivate people to cooperate to achieve organizational goals. Motives are essentially the main reasons for action. Correct management in organizations requires that managers strive to recognize and predict the motivations of their human resources so that they can provide them with the right and timely satisfaction to provide them with more activity and efficiency in the direction of the organization's goals (Francis-Coad et al., 2019).

## **2. Descriptive Definitions**

Productivity means achievement. This term is used in research topics to mean efficiency, productivity, and productivity. There are various definitions for productivity that cannot be explained here, but this definition is closer to productivity for our purposes:

Productivity is the optimal, effective, and efficient use of facilities, capacities, funds, resources, and opportunities. In other words, productivity is the effective and optimal use of time and value resulting from the capital, life, thought, thought, powers, and talents in a unit of time and optimal use of all moments. For example, in productivity, we are not looking to lower consumption or reduce working hours, but we want to increase the profit several times with the same fixed facilities. For example, with 2 hours of reading a day, 30 pages of the book are read, and the average reading comprehension is 60%. If we can increase the average reading comprehension and benefit to 80% by spending the same 2 hours and reading 30 pages of the book, then productivity has been achieved (Gatto et al., 2011).

Another example is the productivity of agricultural land. If by using seeds and better methods in plowing the land and increasing the productivity, the amount of harvest from a certain hectare of land increases from 200 kg to 300 kg, the productivity of that land has increased by 50% in terms of agriculture. It is not about increasing the hours of studying and the amount of work, reading, and working, but the amount of using more of the desired fixed facilities (Altrasi &

College, 2014).

### **3. History of the Term Productivity**

It seems that the term efficiency was first mentioned in the writings and opinions of the economic thinker of the school of mercantilism, but there are different views on how this word first entered the economic literature. The opinion of (Jean Forestier) is of particular importance. He writes that apparently in old works, this word was first mentioned in a book by (Agri Cola) called (Metallica) (Simmons, 2017).

But in the 18th century, physiocrats such as (Francoise) applied the concept of (power to produce) to this word, and this meaning was repeated in the dictionary (Heath, 1883) and in (Laros, 1946).

Adam Smith (analyzer of the relationship between man and division of labor) and Karl Marx (provider of the labor value theory) have been mentioned since ancient times. (Nitonde & Rao)

Since the beginning of the 20th century, economists have had the following very specific meaning for this word:

The measurable relationship between production and its factors, meanwhile, in year 1911, in an article in the magazine (Political Economy), (Aftalion, 1911) used productivity in its modern sense, according to his opinion, productivity can be defined as the relationship between the production volume that A certain period is obtained and the full number of factors that have been consumed in the production process is defined (Abdollahpour et al., 2012).

(Sumant) the book (Management and Productivity Engineering) presents the historical course of the mention of the mentioned word and states that Franswakne coined the word productivity for the first time in 1776 (Dobre, 2013).

### **4. Types of Productivity**

Usually, paying attention to the issue of productivity, either in the planning stage or in the measurement stage, is raised in one of the following two ways:

A: Partial productivity

## B: Total factor productivity

A: Partial productivity: Productivity quantitatively describes the ratio between output and data of a production system. If in the mentioned ratio, among all the data and resources, only the relationship between the output and one of the resources and production factors is examined, such productivity is called partial productivity:

$$\text{Profitability} = \text{output} / (\text{factor production/data one})$$

For example, the relationship between production and time spent (a productive resource) or the relationship between production and labor (a productive resource) shows partial productivity. In other words, partial productivity shows the ratio between the results obtained for one of the desired data (Elvina & Chao, 2019).

B: Productivity of the total factor: This ratio shows the value that shows the use of employees and capital facilities of the organization for raw materials and purchased parts and services deducted from the total value of the outputs. Therefore, when all the resources of the system, manpower, raw materials, capital, etc. are considered in the mentioned ratio, the obtained index shows the way of using all the resources. However, partial productivity shows how one of the factors of production is used to produce goods or services, such as the ratio between output and labor or the ratio of output to the amount of capital used (Elvina & Chao, 2019).

## 5. Obstacles to Productivity in the Administrative System

1- Weakness in supervision: One of the primary causes of low productivity in administrative organizations is managerial weakness. Lack of knowledge among managers regarding the methods and techniques of organizing, planning, managing human resources, rewarding and punishing employees, using motivational techniques, controlling situations, choosing the wrong managers at the wrong levels, moving them around frequently, and failing to plan training sessions all contribute to management weakness and ultimately lower productivity (Poad & Ibrahim, 2019).

2- Non-specialist workforce: representatives who have the fundamental information and abilities will play out the doled out errands and obligations accurately. Subsequently, to work fair and square of efficiency, in the association of representatives, as well as considering different qualities, having ability ought to be



one of the essential standards in choosing individuals. It is important to specify that the enlistment and work of qualified representatives require the making of a HR framework wherein meritocracy wins (Kanowit & Wee, 2020).

3- Absence of an appropriate employee assessment system: A portion of the objectives of the representative assessment frameworks are: recognizing the shortcoming of the representatives in accomplishing the work and ordering preparing projects to address it at the association level, making interest in the representatives by making a consistent prize and consolation framework in the association. Making a consistent norm in relegating advantages and honors and diminishing disappointments and protests brought about by applying one-sided suppositions toward workers. Subsequently, representative assessment frameworks ought to gauge their exhibition and use it as a norm to address wasteful strategies. Having a legitimate assessment framework can be consider further developing work inspiration (Senen et al, 2017).

4- Deficiency of job enthusiasm among workers: expanding and further developing efficiency in the association is straightforwardly connected with the presence of inspiration and endeavors among representatives. Spurred representatives can endeavor to accomplish the association's objectives, diminish expenses, and use assets appropriately. Tragically, low work inspiration has been an issue for quite a long time (Hotta, 2014).

5- Power of the soul of individual personal circumstance: assuming that in an association individuals look to accomplish individual and individual objectives and utilize the offices and assets of the association to accomplish their own objectives and targets, eventually the efficiency of the association, is accomplished by focusing on the association's objectives, will be the chasm will be neglected (Cousins, 2015).

6- Shortage of effort: The statistics that will be mentioned are helpful in explaining this problem. Six to nine hours of productive work per week have been announced. According to a 2016 study of the useful working hours of administrative organization employees, the organization's official working hours are 52 hours per week, or 44 additional hours. The employees were expected to work eight hours of overtime, but they only put in 7.8 hours of useful work per week. Even less than their eight hours of paid overtime." (Prescott, 1989).

7- Different "Rents": "Rent is the added value that goes to the supplier of a production factor or product when that factor or product is absolutely or relative to the demand in the market". Any payment that is greater than the actual value of goods or services is referred to as rent. Rent is a source of income for many individuals and groups despite the fact that they put in less effort to earn it. The existence of rent, which is paid for by some members of the society, and payments that are made in a discriminatory manner weaken the will to work among the society's members. Rent will eliminate the incentives for production, entrepreneurship, creativity, and innovation. Because it questions the logical connection between effort and performance, rent reduces productivity in various ways. Rent affects work and effort morale in a variety of ways and ultimately lowers society's productivity. People are attempting to obtain university degrees as a license for employment as a result of additional payments for goods and services (economic rent), creating a spirit of qualifications, and not paying attention to technical skills, people's skills, and their efficiency in obtaining job positions. Scientific) awarding positions based on familiar and relative connections and disregarding competence-based selection criteria (Dobre, 2013).

### **C. The Concept of Job Motivation**

For the first time, the term motivation is derived from the Latin word "move" which means movement, various definitions of motivation have been presented: motivation is a set of forces that oblige a person to perform specific activities in work environments both from the inside and from the outside. In the work environment, motivation means the individual's desire to try and maintain it to achieve organizational goals, the motivation of individual interest and persistence in trying to achieve the goal has been introduced (Tietjen & Myers, 1998).

The three main elements that are further presented in these definitions include effort, organized goals, and needs, and divided motivations into two parts: positive and negative motivations. Positive motivation is the process of trying to influence others to do what we want by rewarding them. But negative motivation is the process of trying to influence others to do what we want, using power (Jalagat, 2016).

The concept of job motivation is one of the most important influencing factors in the success and backwardness of the system, and if it is neglected, it causes the

organization's resources to be wasted. The result of a study indicates that 20% of effort and 80% of motivation are reported as factors of success in organizations, and today the biggest challenge for managers is facing less motivated and less responsible forces (Jayaweera, 2015).

Motivation is a chain process that starts with a feeling of need, then brings desire and causes tension and action towards goals, the product of which is achieving the goal. The sequence of this process may lead to the satisfaction of the need. Therefore, motivations encourage and stimulate a person to do a task or behavior. Therefore, according to the various definitions that are available about the concept of motivation, motivation can be considered as an internal factor in humans that directs human behavior to satisfy their needs (Ayub & Rafif, 2011).

Regarding the concept of job motivation, there are different definitions, of course, all of them revolve around the same axis and indicate a specific definition. Different definitions of the concept of job motivation include:

- (Khosroshahi et al., 2007): It is a set of energizing forces that originates from within and beyond a person's existence and initiates work-related behavior and determines its form, intensity, direction, and continuity.
- (Daneshleilan & Beigzadeh, 2017): career motivation, indicates the desire and interest of a person to do work, to arrange his material, spiritual and social environment, to overcome obstacles, and compete with others through great effort to do things better.
- (Pinder, 1998): considers job motivation as a set of energizing forces that originates from within and beyond the existence of a third party and initiates work-related behavior and determines its form, direction, intensity, and continuity.
- (Karimi, et al., 2014): Career motivation means the factors that stimulate, direct and sustain a person's behavior favorably concerning his job positions.

The creation of this motivation in humans is the topic of discussion by all management scholars because paying attention to it plays a role in increasing efficiency and solving management problems. This is true if we think of motivation as the internal factor that also drives human drivers to move and try to achieve a specific goal or goal. It is essential for every manager in the company needs to be

aware of the problem of employee motivation, which is the investigation of the basis and rationale for the conduct of the constituents and individuals of the company. Examining the topic of motivation, we can find the solution to the causes of human conduct. Why does someone work for a company? Why do some individuals stay active while others don't? What causes a person to be interested in their profession or not? The culmination of an individual's traits, the nature of the job, and the workplace environment is motivation in the workplace. One of the foundational concepts in human resource management research is job motivation. Arousing and motivating the individuals who perform that task is one of the crucial and fundamental requirements for accomplishing the objective in any profession (Bishop & Lewith, 2010 ). Asserts that one of the key responsibilities of managers is to inspire teamwork to accomplish corporate objectives. The primary drivers of activity are, in essence, motives. To effectively manage an organization, managers must identify and anticipate the motivations of their human resources to satisfy those needs promptly and encourage more activity and efficiency in the service of the business's objectives (Francis-Coad et al., 2019).

#### **D. The Relationship between Organizational Culture Training and Human Resources Productivity**

The structure of the current economic and administrative system of Afghanistan does not meet the future needs of the country and fundamental changes in attitudes must be made.

The country's policies, structures, and management systems should be created, currently, the country's economy is facing an inward-looking nature with an inefficient structure and wide and long bureaucratic government apparatuses that lack vision and coherent policies (to increase productivity and growth and development in the country) (Brown, 2003) Also, in our country, various activities have been carried out to introduce the concept of productivity at different levels through promotional activities. Also, to create legal grounds for expanding the concept of productivity and promoting activities related to it, this issue has been addressed in the Law of the Second Plan of Economic, Social and Cultural Development of the country, and specifically note 93 of this law and its executive regulations, organizations It is required to pay more attention to improving

productivity. In this regard, a large movement has started at the level of organizations and most of the ministries, institutions, and organizations have started to organize organizations such as productivity committees (Joseph, 2015).

Banks are not exempted from the above rule, and in pursuit of the establishment of private banks and competition becoming more complex, their only way to gain more market share, increase profitability, reduce costs, improve customer and employee satisfaction, and ultimately excellence, pay more attention to the category It is productivity. But what should be noted is that achieving excellence is possible only if the culture of productivity is institutionalized in all aspects of the organization.

This shows the necessity of a special organizational unit to organize productivity activities and spread its culture in the organization. In general, banks, as service institutions, play an essential role in the sustainable development process of a country. To achieve this goal, it is inevitable to deal with the effective and advanced banking system and the issue of improving and increasing its productivity (Pinder, 2014).

Productivity is always the result of a group of intervening variables that dim its brightness. Factors such as the low-quality level of doing things, the inefficiency of the structure, the weakness of the competent management system, the lack of leadership in the management, the lack of suitable cultural platforms for the implementation of the benefit plan related to productivity, neglecting the individual factors of employees and their job dissatisfaction, job instability managers and employees, lack of trust between managers and employees, weakness, injustice or lack of appropriate reward system, lack of appropriate and up-to-date pieces of training in the field of productivity system, lack of perspective in management, lack of clear mission of the organization, lack of work ethics in Employees, the weakening of the employee participation system within the organization, the absence or low level of appropriate organizational culture, the lack of quality of the management system and other reasons have made productivity a complex variable. The philosophy of improving productivity in organizations allows human resources to think better, think, create, innovate, and find a systematic attitude. A thought whose aim is to create and build the future instead of the present and the past (Alalade & Oguntodu, 2015).

During the last two decades, the need to create and expand the productivity sector and the inclusive and comprehensive management of human resource productivity in organizations has gained great importance. Manpower productivity management, based on mindset and a strategic plan, paying proper attention to improving the motivation of human resources, improving their skills with retraining and education for them, increasing the amount of research and development, planning, and improving productivity in the organization through the use of Management systems are trying (Suki, 2017).

As mentioned, many factors affect employee productivity, but in this research, organizational culture and organizational structure are investigated among the factors affecting employee productivity. Organizational culture refers to creating areas for cooperation and doing team work, providing the possibility of expressing opinions to do better work, and trying to create an attitude of attention to the productivity of employees in the organization. The organizational structure also refers to the definition and determination of a detailed job description to clarify, document, and modify the processes of doing work, as well as the coordination and suitability of the education field of the employees with the job (Springer, 2011).

### **E. Consequences of Neglecting Employee Motivation in Organizations**

To achieve organizational goals, motivational factors must be identified and provided in employees, and this is a difficult task; because the motivation of people is different due to individual differences, and before any motivational action, the personality characteristics of people should be known. The career motivation system is measured to be the most vital influencing feature in achievement and backwardness, and neglecting it leads to the wastage of organizational resources. The results of a study have shown that only 20% of the success of organizations is due to the efforts of employees, and 80% the other is because of job motivation. And this case has created a big challenge for today's organizations to act against unmotivated forces (Bao & Nizam, 2015).

The concerns of work displeasure are not only restricted to the mental level and specific dimensions. Industrial competitions and conflicts, strikes, punishment

and dismissal of workers, arbitrary discipline by the management, and such issues are all products of job dissatisfaction. One of the important duties of managers in organizations is to identify the potential talents of employees and provide grounds for the lack of motivational factors and the lack of satisfaction of employees' needs in the organization, which manifests itself in the form of low productivity, low profitability, and unfulfilled goals because the work of employees in There is a close relationship with their level of satisfaction (Lawler & Hall, 1970).

If a job can provide conditions for a person to satisfy his needs, it will be very effective in his productivity. Therefore, evaluating the needs of people in the organization and the priority they give to each one of them deserves a lot of attention. It can be said that the existence of tension and lack of job motivation of employees can threaten corporeal and psychological fitness and excellence of life and hinder the success of personal and community growth objectives. The deficiency of employee enthusiasm can reduce the amount of attendance at the workplace and the quantity and quality of work, reduce efficiency and effectiveness, and ultimately reduce productivity in the organization. As a result, the level of production decreases, and the level of employee dissatisfaction with the organization increases and ultimately causing customer dissatisfaction and the destruction of the organization. It may be safe to say that the biggest problem of today's organizations and the most challenging crisis that managers are facing is the lack of motivation and responsibility of employees. In the meantime, people who don't work hard have no motivation to perform their duties, they cause the most damage to management goals and plans; because people's motivation is directly related to their performance and effectiveness (Riantoputra, 2013).

Reduction in productivity, efficiency, and morale of employees, absenteeism, late work, leaving service, and early retirement are other complications caused by dissatisfaction and lack of work motivation among them. In research related to the recognition of factors related to productivity in selected banks from the point of view of managers at different levels of the organization, it was found that the variables of organizational culture and equipment and facilities have a high impact on the productivity of human resources of the banks in question (Daneshleilan & Beigzadeh, 2017) in their study in China, evaluated the role of the element of organizational culture on increasing employee motivation and improving effective

productivity (Cherian & Jacob, 2013). Private, while conducting a descriptive-inferential study on 11 administrative employees, they identified the material factors of motivation, training, and organizational structure to increase productivity (Brown, 2003). Also, in research, the relationship between strategy, organizational structure, and culture studied organizational and organizational productivity with the mediating role of knowledge management. They concluded that knowledge management; organizational structure culture and organizational strategy are mainly related to organizational productivity. They came to this conclusion in this research (Garrett, 1974).

That criteria Cultural agreeableness 2, adaptability 3, involvement 3, and mission 1 have a positive role on organizational productivity. Therefore, considering the importance of this topic, improving productivity in the Afghan administrative system (government organizations and offices) in the policies and programs of administrative development and transformation, and taking into account the conditions of Afghan administrative organizations, including the lack of attention to the factors of empowerment and internal motivation of employees, the problem investigated in this research is in line with this issue and it is trying to investigate the question of whether the organizational culture and organizational structure affect the productivity of the employees of Saver Export Bank? Therefore, in line with the question of this research, the hypotheses are:

- Organizational culture has an effect on the productivity of human resources from the point of view of Saver Export Bank employees.
- The organizational structure has an effect on the productivity of human resources from the point of view of Saver Export Bank employees (Eager & Stang, 2007).

Finally, the conceptual model of the research is given in the figure.

## **F. The Benefits of Paying Attention to Employee Motivation in Organizations**

Human resources and management knowledge have emerged as important and competitive assets of the organization today, and managers who are aware of the



importance of human resources will be able to create a competitive advantage for the future of the organization. This position change for human resources has caused more attention to the value of human resources in the direction of developing a strategic plan (Akanbi, 2011).

Managers will have an easier time carrying out their responsibilities as managers if they are able to inspire their workers to work. The most important intangible asset of any business is its motivated workforce, which is used to come up with new concepts and innovative solutions and effectively adapt to environmental shifts. Despite the rapid shift of organizations toward technology, the role of humans as a crucial and strategic factor of the organization is increasingly being considered, according to theory (Dane, 2011).

The key to organizational success is believed to be the efficient management of human resources. As a result, it is critical to satisfy workers and increase their enthusiasm for their jobs in order to achieve organizational objectives. Organizational career motivation has numerous advantages, including innovation, customer satisfaction, competitive advantage, and so on. The employees are single-minded and motivated, which causes the success of the organization or the collapse the organization. Therefore, motivation is one of the most important factors that make the organization to be in competitive advantage and provide the basis for achieving organizational goals and the sustainability of employees in their career process, as well as better work concentration (Rietveld et al., 2021).

Increasing efficiency, reducing absenteeism, reducing displacement or leaving the job, increasing physical and mental health, increasing and improving performance, and increasing individual satisfaction are other consequences of job satisfaction and motivation.

## **G. Factors Affecting Employee Motivation**

Many studies and research have been done on the factors affecting the motivation of employees, which we will mention at the beginning based on the reviewed articles, and at the end, we will present all of these in the form of a classified table. In a study conducted by (Clark & Postel-Vinay, 2009) the three

factors of job security, salary, wages, and the availability of side benefits of work are among the most important external factors affecting the performance of employees and the three sensitive factors of responsibility at work and the liking of work and the feeling of success at work, the most important internal factors affecting performance were (Aryan & Singh, 2015). The effect of external factors on employee motivation is greater than internal factors. Therefore, factors such as job security and financial rewards should be used to increase the job motivation of employees (Aryan & Singh, 2015). Concluded that there is a negative correlation between organizational focus and job motivation.

According to the research conducted on the employees of Badland Gas Company, the following results were obtained:

- There is a direct relationship between organizational structure and employee motivation, in other words, the stronger the organizational structure, the greater the employee motivation (Vandi, 2018).
- There is no relationship between organizational complexity and employee motivation.
- There is a direct relationship between the formality of the organization and the job motivation of employees. This relationship can be explained in the way that Iranian employees are more inclined to do tasks that have a clear routine
- There is a direct relationship between organizational focus and employee motivation. This means that the greater the organizational focus, the greater the motivation of the employees of Badland Gas Company.
- There is no relationship between gender and job motivation.
- There is a significant relationship between marital status and job motivation, in the sense that the job motivation of married people is higher than that of single people.
- There is no relationship between age and career motivation
- There is a significant relationship between employment status and job motivation. This means that the job motivation of people with formal employment is higher

- There is no significant relationship between employment history and job motivation
- There is a positive association between professional ethics and employee motivation. Of course, this relationship did not apply to some motivational components such as job importance (Lang, 2010).

In his article, (Prasada, 2006) identified the factors influencing motivation in the form of sincere relationships with colleagues, a performance evaluation system, a coherent and equitable reward system, high salaries and benefits, security in all aspects, suitable working conditions, meaningful work, support from the authorities for the individual Fairness, gratitude, and appreciation assist with personal and professional issues and ensure that all members of the work group participate in all activities (Ganger, 2011). They thought that the following things helped motivate workers sharing information about the organization, being respectful of managers, receiving performance feedback, getting support from a direct manager, training new employees, informing employees, empowerment, career counseling, and role transparency are all examples of friendly relationships (Muogbo, 2013).

Employee motivation improves when investments are made in employee training and continuous improvement. Kerr's research shows that the following factors help employees at Tehran University stay motivated at work. Cash payments to employees, professional development for employees, job security for employees, university officials' attitude toward employees, allowance payments to employees, individual character development, talent provision, and performance management for employees. According to the findings of the research, among the motivational factors are the following: financial reward; work and professional development; continuous training; workplace infrastructure; availability of resources; management; and appreciation of employees (Fjeld, 2022).

(Schwaninger, 2008) Concluded in research that a positive change in the work environment increases employee motivation

(Helms, 2013) Considered the following factors to be effective in motivation.

Encouragement and punishment, work and career advancements, external expectations, cognitive interests, educational opportunities, dignity and social respect above the job, governance of human relations, freedom of action and the possibility

of progress in it, the existence of psychological ownership, the existence of expert advisors for consultation and planning. He reached the following results about the factors influencing the motivation of bank employees:

- Gender and marriage have no significant relationship with job motivation.
  - Employment status has no significant relationship with employee motivation.
  - The motivation of employees and organizational characteristics are closely related.
  - Motivation and psychological elements are inextricably linked.
  - Job knowledge and skills and job motivation are directly correlated.
  - The variables of social inductions and organizational assessments have a substantial impact on motivation.
- 
- There is a positive and significant relationship between managerial factors and employee motivation (Azoulay, 1999).
  - (Naile & Selesho, 2014) Concluded in research that there is a significant relationship between transformational leadership and employee motivation.

Heckman and Oldham, the most important factors of job motivation include skill variety, job identity, job importance, independence, and job feedback. According to them, the existence of these things has created the motivation of employees (Helms, 2013).

## **H. Job Design**

### **1. Job Characteristics Model**

Research on motivation has focused more and more on approaches that relate the concepts of motivation to change in the work environment. Research related to job design has provided us with reliable evidence that shows that the way job components are organized can reduce or increase the effort to do it. In addition to these researches, we have a more detailed insight concerning the desired components (Oldham & Fried, 2016).

The job characteristics model, founded by (Guise, 1988) states that any job can be defined based on five basic job dimensions:

- Variety of skills: refers to the amount of variety in different skills and talents that are required to perform that job.
- Task similarity: It refers to the job's need to complete a complete and identifiable part of the work.
- Importance of the task: refers to the significant impact that the job has on the lives or work of other people.
- Autonomy: It refers to the degree of freedom, independence, and discretion that a person can apply in scheduling work and determining the procedures for doing it.
- Feedback: It refers to the issue of how performing the tasks required by the job makes a person directly get information about the effectiveness of his performance (Ilgen & Hollenbeck, 1991).

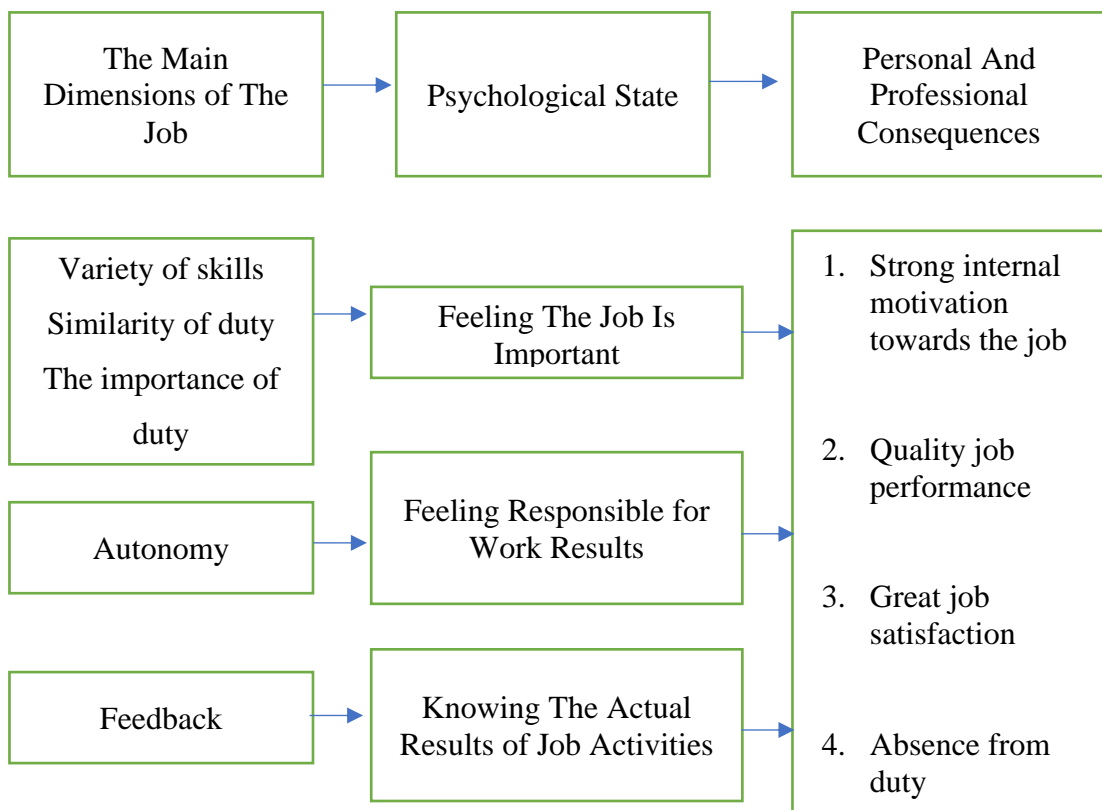


Figure 1 Diagram of Job Characteristics Model

This model predicts that if these three characteristics (skill variety, task similarity, and task importance) are present in a job, the incumbent considers it important, valuable, and beneficial. A job with a high level of autonomy also creates a sense of personal responsibility in the operator. If there is feedback on the job, the

employee will know how effective the performance was. What the job characteristics model says from a motivational point of view is that when a person realizes (knowledge of results) that he has personally (felt responsibility) done a task that was important to him well (felt meaningfulness), the reward Receives internally. The stronger these three psychological conditions are, the greater the employee's motivation, performance, and satisfaction, and the lower the probability of absenteeism and leaving the organization (Ilgen & Hollenbeck, 1991).

## **2. Job Redesign Methods**

- Job rotation: If employees are too tired of their daily work, one of the solutions is to use job rotation. Today, this method is also called cross-training. Our definition of this method is the periodic movement of the employee from one task to another. When the activity is no longer challenging for the employee, he is assigned to another job that is usually at the same level and requires similar skills (Tai, 2020).
- The strengths of job rotation are that by creating variety in the employee's activities, it reduces the boringness of the work and at the same time increases the motivation to do it, it also makes the employees find out what their work is useful for the organization has it. Job rotation also has indirect benefits for the organization, because by increasing the range of employees' skills, managers have more flexibility in determining the work schedule, adapt better to changes, and can fill vacant positions more easily. But job rotation is not without problems. Training costs are increased and efficiency is reduced because the worker is transferred to the new job just when he has gained experience in the previous job and the organization can benefit from economies of scale. Job rotation also causes disruption. The members of the workgroup must adapt to the new employee. Supervisors may also have to spend more time answering questions and reviewing the performance of displaced employees (Aryan & Singh, 2015).
- Job development: The increase in the number and variety of tasks that a person performs made the job more diverse. Career rotation and career development may not seem to be very different, but the problem is that in career rotation, the job is not redesigned. Only employees are transferred from one job to another, but the nature of the job remains unchanged. But

in career development, the job changes (Dobre, 2013).

- Job enrichment: It refers to the vertical development of the job. With this action, the worker's control over planning, implementation, and evaluation increases. In an enriched job, tasks are organized in such a way that the employee can complete the activity, his freedom and independence are increased, his responsibility is increased, and he is given feedback so that he can evaluate his performance and improve it (Aryan & Singh, 2015).
- Based on the model of job characteristics, suggestions are provided. Combining tasks means combining existing and fragmented tasks to create a new, larger work module. The formation of natural work units means that the tasks performed by the employee lead to an identifiable and meaningful whole. Establishing a relationship with customers increases the direct relationship between employees and their customers. Vertical career development transfers responsibilities and control that previously rested with the manager to the employee. Opening feedback channels allows employees to be aware of how they are performing and find out if their performance is improving, declining, or staying the same (Chi & Gursoy, 2009).
- In general, the evidence regarding job enrichment indicates that it reduces absenteeism and displacement costs and increases satisfaction, but there is no conclusive evidence regarding the sensitive issue of productivity. Some new findings have shown that job enrichment best compensates for the shortcomings of systems in which feedback and rewards are weak (Suki, 2017).

### **I. Change in Work Methods (Alternative Work Methods)**

To increase motivation in the work environment, in addition to redesigning the nature of work and employee participation in decision-making, the way of doing work can also be changed. Three methods (flexible time, job sharing, and remote work) are alternative work methods. Technological advances have made these three methods more popular (Robins, Pattison, & Wang, 2009).

- Flexible time: Flexible time has become one of the most common elective programs. The number of full-time American workers using flexible work

schedules doubled from the 1980s to 2005. Approximately 43% of the full-time American workforce can set their clock in and clock out. Of course, this phenomenon is not limited to America. For example, 29% of German companies have a flexible schedule. There are many benefits to flextime. Reducing absenteeism, increasing productivity, reducing the cost of overtime, reducing enmity with management, reducing traffic around the workplace, reducing delays, and increasing the autonomy and responsibility of employees can lead to an increase in their satisfaction (Asim, 2013).

- Most performance studies support this method. Flexible time has reduced absenteeism and, in many cases, increased employee performance. The biggest problem with variable time is that it cannot be used in all businesses. This system works very well in office jobs where the employee's interaction with people outside the relevant department is low. Flexible hours do not apply to front desk clerks, store clerks, or similar occupations where the provision of services requires the individual to be at work at a specified time.
- Job sharing: One of the innovations that have recently been proposed regarding work scheduling is job sharing. In this method, a job that usually takes 40 hours per week is divided between two or more people. Today, almost 31% of large organizations have provided the possibility of job sharing for their employees. However, despite its availability, not many employees seem to have adapted to this method. This may be because it is difficult to find compatible partners, and there have long been negative beliefs about people who are not fully committed to the job or organization (Bao & Nizam, 2015).
- Job sharing allows organizations to use the thinking of several people in a specific job and increases flexibility from the point of view of employees. For this reason, it motivates and increases the satisfaction of people for whom 40 hours of work a week is not suitable. But the biggest problem of this method in terms of management is finding compatible people who can successfully handle the complexities of a job (Olmsted, 1979).
- Remote work: such a job is ideal for most people; there is no need to travel, flexible working hours, complete freedom in the type of coverage, and



almost no interruptions from colleagues. This type of work is called remote work and refers to the way an employee works at least 2 days a week from home using a computer connected to the office (Asim, 2013).

- Jobs that are suitable for remote work are divided into three categories: day-to-day information handling tasks, mobile activities, and other professional and knowledge-related tasks. Writers, lawyers, analysts, and employees who spend most of their time on the computer or the phone are obvious candidates for telecommuting (Suki, 2017).
- The positive points of remote work for managers include an increase in the number of applicants to select the right workforce, higher productivity, less movement, better morale, and reduction of office costs. The biggest negative point of this method is the reduction of direct supervision of employees (Onukwugha, et al, 2010).

## **1. Employee Commitment**

Employee commitment is a collaborative process that increases the commitment of employees to the success of the organization by strengthening the role of employees. The main logic is that if you involve employees in the decisions that affect them and increase their autonomy and control over their work life, they will be more motivated, their commitment to the organization will increase, their performance will increase and they will lose their jobs. They will be more satisfied (Clark, 2009).

The main methods of employee commitment:

- Participatory management: A characteristic feature that exists in all participative management programs is joint decision-making. That is, subordinates share significantly in the decision-making power of their immediate manager. Participatory management has sometimes been suggested as an elixir for low morale and low productivity. However, the effectiveness of this method requires that the issues in which the employees are involved are consistent with their interests so that they are motivated, they have the competence and knowledge necessary for useful participation, and there is trust and confidence between the parties. Many

studies have been done on the relationship between participation and performance, but the findings are different. A detailed examination of research shows that this method usually has a relatively weak effect on variables such as productivity, motivation, and employee job satisfaction. Of course, this does not mean that the use of collaborative management in appropriate conditions is not useful, but it says that collaborative management cannot be considered a definitive tool for increasing employee productivity (EK & Mukuru, 2013).

- Participatory management is compatible with some motivation theories such as Y McGregor's theory. Concerning Herzberg's health motivation, participatory management creates internal motivation in people in the following ways:
  - Creating many opportunities for growth and development, delegating responsibilities, dealing with problems, and doing work. Participatory management is also very compatible with (Aftalion, 1911) and in this process, it is tried to provide the need for people's progress (Omollo, 2015).
  - Participation of representatives: almost all Western European countries have laws that require companies to use the method of participation of representatives. In this method, instead of the workers participating directly, they introduce a small group of representatives to participate in the decisions. Representative participation has been called the most common legal method of employee engagement in the world. The purpose of the participation of representatives is to redistribute power in the organization and to instill in workers that their interests are the same as those of management and shareholders. The two most common forms of participation of representatives are the working council and board representatives (Pearson & Dancey, 2011).
  - The works council is a group of employees who are elected by employees or through elections, and managers must consult with them when making decisions related to employees. The representatives of the board of directors are employees who attend the company's board

of directors and defend the interests of the company's employees (Chaudhary & Sharma, 2012).

- **Quality Circles:** Quality circles became popular in North America and Europe in the 1980s. A quality circle is a working group consisting of 8 to 10 employees and supervisors who have a common area of responsibility and hold meetings together regularly - usually once a week, during office hours, inside the company, and on company issues. To discuss quality problems, investigate the cause of problems, propose solutions and take corrective measures (Blaga & Jozsef, 2014).

## **2. Reward**

There are many ways to pay employees. The initial process of determining the levels is relatively complex and requires a balance between the internal value (the value of the job to the organization, which is usually determined through a specialized process called job evaluation) and the external value (the external competitiveness of the organization's salary compared to other sectors of the industry that it is usually determined through the review of wages). The best pay system takes into account job value (intrinsic value) and sets wages at a level that is competitive with the labor market (Prasada, 2006).

## **3. Payment of Wages Based on A Payment Plan – Variable**

Many organizations, including commercial companies, schools, and government offices, are trying to abandon payment methods based on degrees or years of service and replace them with variable payment plans. Fee-based, merit-based pay, profit-sharing bonuses, and employee stock ownership plans are all different forms of variable pay plans. In the variable payment plan, instead of the salary being paid based on attendance hours or years of service, part of it is determined based on several individuals or organizational productivity criteria. Therefore, a person's income increases and decreases based on the measurement of his performance. Variable payment methods have long been popular with salespeople and CEOs. Recently, this method has also been used for employees (Poad & Ibrahim, 2019).

The main reason for the attractiveness of various payment methods for

managers is their variability. In this way, a part of the fixed cost of the company's human resources has become a variable cost, and if productivity decreases, this cost will also decrease. When wages are determined based on productivity, they are paid in the form of contributions rather than fixed. The pay of poor performers does not change over time, but the pay of high performers increases based on their contribution. In the following, we examine the different types of variable payment plans in more detail:

Fee payment: In the fee payment plan, workers receive a fixed amount for each unit they produce completely. When the employee has no fixed salary and is paid only based on the units produced, an absolute fee scheme is employed. The problem with this plan is that it cannot be used in many businesses. Therefore, even though incentives are used in some jobs to create motivation, not all employees can be paid in this way (Springer, 2011).

- Merit-based payment: In merit-based payment plans, payment is based on the productivity of people. In the fee-based payment method, the salary is determined based on objective goals, but in the merit-based payment plan, the salary is determined based on performance evaluations. One of the important advantages of the merit-based payment plan is that the salary can be differentiated based on the performance of people, and for this reason, people with high performance will earn more. If the program is designed properly, it will motivate employees because they will feel a strong connection between their performance and the reward they receive. Available evidence has confirmed the importance of this relationship (Rathi & McWilliams, 2019).
- Despite the appeal of performance-based pay, merit-based pay programs have limitations. One of these limitations is that these programs are usually based on annual performance evaluations, and in some cases, salary increases are subject to changes as a result of economic conditions or other factors that are not related to the individual's performance (Byrd & Chung, 2021).
- Bonuses: Annual bonuses form an important part of the salaries of many businesses. Among CEOs of the world's 100 largest companies, bonuses (\$1.01 million on average) generally exceed base salaries (\$863,000 on

average). The plan to pay bonuses to employees at lower levels is expanding among companies. Many companies regularly award production employees hundreds of thousands of dollars in bonuses at the same time as increasing profitability. The advantage of a bonus over merit-based pay is that it is paid based on the employee's current performance, not his past performance. Bonuses should have a greater incentive effect on performance because the payment is not based on the person's last year's performance (and as part of the fixed salary), but on his current performance. The problem with bonuses is that employees may perceive them as a raise - after all, everyone likes a \$5,000 raise more than a \$5,000 bonus. KESPEN Services is located in New York and has 9,700 employees. This company tried to apply a combination of annual bonuses and merit-based salary increases considering the conflicting relationship between the two methods. Elaine Weinstein, K. Espin's senior vice president for human resources, believes that this method changed the culture of the organization from entitlement to meritocracy (Freeman & Weitzman, 1987).

- Skill-based pay: Skill-based pay is an alternative to job-based pay. In the skill-based payment method (also called competency-based or knowledge-based), instead of the employee's salary level being determined based on his job title, it is determined based on the number of skills or tasks he can perform. The appeal of skill-based pay for employers is that it increases workforce flexibility: When employees' skills are replaceable, it's easier to fill vacancies. Skill-based pay also facilitates intra-organizational communication because people have a better understanding of each other's jobs (Murray & Gerhart, 1998).
- Profit sharing plan: There are programs at the organization level that determine wages based on formulas defined based on the profitability of the organization. These payments may be in cash or, in the case of senior executives, in the form of stock options. Under the profit-sharing plan, employees may be rewarded even if the organization suffers a loss (Chintaloo & Mahadeo, 2013).
- Stock ownership plan for employees: It is a plan established by the organization to pay benefits to employees and based on which employees get company shares (usually at a price lower than the market price) as part

of their reward. Research on stock ownership programs for employees indicates that this plan can potentially increase the employee's job satisfaction and motivation to work, but to realize this potential, the employee must psychologically experience ownership (Chintaloo & Mahadeo, 2013).

#### **4. Flexible Benefits: Developing A Benefits Package**

Flexible benefits allow each employee to customize the benefits package based on their personal needs. This method has replaced the traditional method that has been implemented in organizations for more than 50 years and based on that, a specific package of benefits was considered for everyone. Flexible benefits are consistent with expectancy theory and allow the employee to tailor the compensation package to best suit their needs. Flexible benefit plans can be modified to cover individual needs based on different employee situations such as age, marital status, spousal benefits, number and age of dependents, and the like (Eager & Stang, 2007).

There are three types of flexible benefit plans: modular plans, core plus choices, and flexible spending accounts:

- There are pre-designed packages in which there is a special module for different people. In such a way that, for example, there are only basic benefits for single employees without dependents. Another module is designed for single parents (father or mother and child) and in addition to the main benefits, supplementary life insurance, disability insurance, and supplementary medical coverage are provided (Graham et al., 1983).
- Core plus plan: It includes a core of benefits and additional options that the employee can choose and add to the core. Usually, each employee is given a certain amount of benefits credit, and he can purchase additional benefits with the same amount (Torell & Avelar, 2004).
- Flexible spending plans: Based on these plans, employees can spend the equivalent of the benefits they have been allocated to purchase specified services. Flexible spending accounts increase the money an employee takes home because they don't have to pay taxes on the money they spend from the account (Vandi, 2018).

#### **5. Intrinsic Rewards: Employee Recognition Programs**

Employee recognition programs have a wide range and range from saying thank you to general formal programs in which specific behavior is appreciated. In some research, it has been determined that although financial incentives provide more motivation in the short term, non-financial incentives are more motivating in the long term (Zameer et al., 2014).

## **J. Empirical Studies**

According to the study and review of different opinions of organization and management scientists, factors such as strategy, size or size of the organization, technology, environment, and power-control determine the type of structure, and complexity, formality, and concentration represent the main structural elements that can be come out different. If we divide the organizational structure into two forms, mechanical and organic, in the mechanical structure, the degree of complexity, formality, and centralization of the decision-making process is at a very high level, but in the organic structure, these three pillars are at a low level. The general elements of the structure do not necessarily have a uniform effect on the level of performance and job satisfaction of each employee or worker. The personal taste of the employees and the subjective interpretations they make of the objective characteristics will reduce the effects of the objective characteristics on the structure and members (Chemseddine & Moritz, 1999).

A structure that is high in complexity, formality, and centralization of the decision-making system usually causes the job satisfaction of most employees to decrease and, as a result, decreases productivity. Of course, this issue is not always true, because a lot of formality can be seen in both centralized and decentralized structures. On the other hand, there is an inverse relationship between complexity and centralization, because the increase in the number of jobs and specialists and giving technical training to most employees, which are indicators of complexity, will cause employees to be more willing to participate in decisions, which is a manifestation of lack of concentration (Demerouti et al, 2007).

People who value freedom of action and self-development, if they work in a large organization where the decision-making process is highly centralized, will not have much

job satisfaction. Because the larger the organization, the more difficult it will be to attribute the work results. In organic structures, cohesion between members increases, and people are more willing to accept responsibility for the work done in their areas of authority. Concerning some activities, there is no doubt that these types of structures receive more attention and approval from the management of the organization. To increase the performance and job satisfaction of employees, the individual differences of employees should be taken into consideration and their performance should be evaluated fairly and according to their merits (Linacre, 2016).

In organizations where the focus is very high, when evaluating the performance of employees, in most cases, high-level managers of the organization, by applying extreme and even unfair opinions, have caused dissatisfaction among personnel, which will ultimately reduce productivity. Therefore, to prevent such opinions, it is better to form performance evaluation commissions and evaluate the performance and competence of employees with the group evaluation method (Zarei, 2017).

## **1. Financial Incentives**

Money is a major inducement because of how powerful it is. There will always be a need to compensate workers for their efforts. Adequate rewards encourage employees to work hard and have the correct attitude toward their jobs, which boosts organizational productivity (Bao & Nizam, 2015).

Monetary incentives, affect employees' commitment. When the monetary incentives surpass the costs of leaving a firm, employees tend to be motivated to remain in the firm (Kieffer, 1998).

Money is a very suitable motivator since people fear losing their jobs for the fear of being unable to survive in the economy. The main goal of every organization is to meet its corporate objectives which are facilitated by hiring competent employees. These employees are obtained only if the working conditions are good, the job security is assured and the salaries are competitive (Prasada, 2006).

Monetary compensations include salaries and commissions, and also repayments of expenses and transportation. Firms would therefore benefit a great



deal if they critically review the remuneration packages for their employees (Joseph, 2015).

To enhance the employment relationship, firms must include promotions, bonuses, profit sharing, and also workers' stock ownership. According to (Brown, 2003) linking remuneration to performance increases the level of motivation among workers (Simon, 1951).

## **2. The Evolution of New Psychology**

By saying that psychology is both one of the oldest scientific systems and one of the newest, we begin with a contradiction, an obvious contradiction. We have always been surprised by our behavior and thoughts about human nature have filled many of our religious and philosophical books. Even in the 4th and 5th centuries BC, Plato, Aristotle, and other ancient Greek scientists were grappling with many of the issues that psychologists deal with today, such as memory, learning, motivation, perception, dreaming, and behavior. abnormal, Therefore, in the subject of psychology, there has been a fundamental continuity between the past and the present (Wood & Bandura, 1989).

Although the history of the thought-provoking heralds of psychology is as old as any other scientific system, it has been said that the new approach to psychology began in 1879, that is, a little over a hundred years ago. Until the last quarter of the 19th century, philosophers studied human nature through speculation, discovery, intuition, and generalization based on their limited experiences. The transformation occurred when philosophers began to use tools and methods that had already been proven successful in the natural sciences and biology to find answers to questions posed about human nature (Allen & Meyer, 1990).

Only when researchers turned to carefully controlled and experimental observations to study the mind did psychology gain an identity independent of its philosophical roots. The new science of psychology needed to create more accurate and objective methods to study its subject. After separating from philosophy, the important part of the history of psychology has been the story of continuous refinement of study tools, techniques, and methods to achieve more accuracy and objectivity in the questions that psychologists ask and the answers they get. If we want to understand the complex issues that define and divide psychology today, the

right place to start studying the history of this field is the 19th century, that is, when psychology became an independent system with its research methods and theoretical arguments. Ancient philosophers, such as Plato and Aristotle, were interested in issues that are still of general interest, but their approach to these issues was completely different from the method of today's psychologists. Those scientists were psychologists in the modern sense of the word. Therefore, we will examine their thoughts only to the extent that they are directly related to the foundation of modern psychology (Irfansyah, 2020).

After the new scientific system began to work, it grew; and this success was achieved especially in the United States, which had achieved a superior position in the world of psychology and has maintained that status until today. More than half of the world's Psychologists work in the United States, and many psychologists from other countries have received at least part of their training in the United States. Also, an important part of the world's psychological literature is published in the United States. The American Psychological Association (APA), which started with 26 founding members, had about 1100 members in 1930, and by 1995, the number of its members had reached more than 100,000. The explosion of the population of psychologists has been accompanied by the explosion of information related to research reports, theoretical articles and reviews of works and opinions, computer information banks, books, films, videotapes, and other publishing sources. It becomes more and more difficult for psychologists to keep up with the growth of information outside their field of expertise (Billow, 1977).

Psychology has grown not only in terms of practitioners, researchers, scientists, and published literature but also in terms of its impact on our daily lives. Regardless of your age, occupation, or interests, your life will be affected in some way by the work of psychologists. The interest of psychologists in the history of their field has caused the history of psychology to become an educational field. Just as there are psychologists who specialize in social issues, psychopharmacology, or adolescent development, there are also psychologists who specialize in the history of psychology. Some psychologists emphasize cognitive functions, some are interested in unconscious forces, and others only deal with overt behavior or physiological and biochemical processes. There are many scientific fields in modern psychology that do not seem to have much in common except that they are all interested in human

nature or behavior and each works with an approach that tries to appear scientific (Eagly & Steffen, 1986).

Various types of psychologists, agreeing on the influence of the past in shaping the present, use a similar method. For example, clinical psychologists try to understand the current conditions of their clients by examining their childhood and determining the forces and events that may have caused them to behave or think in a particular way. By collecting patients' biographies, these psychologists reconstruct the evolution of their client's lives and are often able to explain the clients' current behaviors through this process. Behavioral psychologists also accept the influence of the past in shaping current behavior. They believe that behavior is determined by previous experiences related to conditioning and reinforcement; In other words, the current situation of a person can be explained by his life history. A science like psychology does not develop in a vacuum and is not only exposed to internal influences. Psychology is part of a larger culture and therefore exposed to external influences that shape its nature and direction. Understanding the history of psychology should consider the context in which the psychological system emerges and evolves; It means the prevailing ideas in the science of time (the spirit of the time or the intellectual mood of the times) and the existing social, economic and political forces (Simmons, 2017).

### **3. Theoretical Background**

According to the researcher's search for determining the impact of motivation on employee productivity in research centers and universities inside the country, no research has been done yet, but research has been done abroad, of which I present some examples below:

- In an article under the title "Effect of Motivation on Organizational Productivity". The author believes that: one of the most important goals in any organization is to improve the organization's productivity and to increase productivity in any organization, there is a set of effective factors, among which human resources play a key role. Creating motivation in the human force, as the most valuable capital of organizations, is the most important productivity factor in the organization. The more people have

satisfied needs, the more rational and logical their behavior will be. Therefore, one of the important tasks of organizations is to know the needs of employees and create motivation for them (Manzoor, 2012). Managers who are successful in motivating employees often create the environment (internal and external) in such a way that the goals (motivators) are appropriate to satisfy the needs of employees. In this article, firstly, the relationship between motivation and performance is examined, and then the programs of several organizations to create motivation in employees and improve the performance of the organization, such as goal-based management, behavior modification, pay based on skills, flexible benefits, and special motivation issues are studied (EK & Mukuru, 2013).

- The author has concluded that: today, increasing productivity is one of the most important issues in organizations. The important point is that increasing the productivity of the organization requires the provision of several conditions, the most important of which is the human factor, the human force motivated to perform tasks (Osabiya, 2015). The organization is the most important factor of productivity because all the conditions of natural and unnatural resources all depend on the performance according to the goals and moving forward of the human force and this issue requires various factors, one of the most important of these factors is creating motivation among It is the employees. Studies show that among the many diverse factors (individual and environmental) affecting the organizational performance and productivity of employees, the motivation of human resources plays a prominent role. It is very important to know and analyze the effective factors for motivating employees to improve their performance and consequently increase the efficiency and effectiveness of organizational performance (Pritchard, 1990).
- Mrs. Donya Ain Ali has written an article in 2019 under the title "Investigating the impact of motivation on employees for the success and excellence of organizations". The author believes that: motivation is an internal state that encourages a person to do a certain activity. Some experts consider motivation as the need, desire, desire, or internal force that attracts people to do work, and some consider motivation as the cause of human behavior and believe that every action that a person does in effect is the

existence of motivation or need that drives him to perform that action. Meanwhile, employee motivation in organizations has always been one of the most important challenges facing managers (Shamila, 2013). Because unmotivated people did little effort and activity in line with the tasks they have to fulfill the goals of the organization, while motivated people show more creativity and productivity and ultimately provide quality work to the organization, and since the employees, An organization is the most pristine and valuable resources of the organization, therefore, in this article, an attempt has been made to investigate the impact of motivation on employees for the success and excellence of organizations (Saba et al., 2019).

## **K. Scientists' Theories About the Effect of Motivation on Employee Productivity**

### **1. Herzberg's Two-Factor Theory**

The two-factor theory is a concept that describes the factors that influence the level of satisfaction and motivation of a person. These two factors are:

- Job satisfaction (emotional/healthy)
- Job dissatisfaction (motivational)

When American psychologist Frederick Irving Herzberg proposed this theory in 1968, it quickly became the most popular article in the Harvard Business Review. Herzberg believed that these two factors affect employee performance in different ways (Khaghani, 2002). Both effective factors and motivational factors have different effects on people. Even when a person is satisfied with his role, he may not be motivated enough to work towards his goals. Let's see how project managers can apply this theory to ensure employee morale and improve productivity. According to Herzberg's findings, although these motivational and health factors both influence motivation, they seem to operate independently of each other. Although motivational factors increase the satisfaction and motivation of employees, the absence of these factors does not necessarily cause dissatisfaction. Similarly, the presence of health factors does not seem to increase satisfaction and motivation, but their absence increases dissatisfaction (Pinto, 2002).

#### **a. An example of two-factor theory**

Have you ever encountered a situation where project team members are not fully performing their duties? Have they stopped following the project workflow or fallen behind schedule? According to Herzberg's two-factor theory, this problem can be solved by considering the motivation of team members. Simply put, people express their emotions when they feel something is lacking (dissatisfaction) or when they feel good about themselves (gratitude). If you want them to stop feeling negative, it might be time to see how well the company is meeting their needs (Manzoor, 2012).

### **b. Health factors**

The following employment components safety, rights, justice, and working conditions meet fundamental requirements. Employees are more at ease and content with their jobs when these demands are addressed. The following are some instances of health factors: compensation and perks: how successfully an employee's fundamental needs like pay and insurance—are addressed as by (Lunenburg, 2011):

- Job security: the degree to which the employer has influence over preserving the employment Workplace conditions: the degree of stress, the amount of travel necessary, and the atmosphere at the workplace (temperature, cleanliness, basic hygiene)
- Employment policies: how the employee's everyday activities are managed. Supervisory practices: how well personnel are managed.
- Company policies and administration: how to implement policies in an organization Corporate reputation: the standing of a firm in the eyes of customers, suppliers, and business partners.

### **c. How to use this theory in the workplace**

According to this theory, you need to increase motivational and health elements in order to have the happiest and most productive staff. Make sure your staff members experience support and appreciation to help inspire them. Make sure they comprehend how they might advance inside the organization and provide them with a lot of feedback. By offering the greatest possible working conditions and fair remuneration, you may make your employees feel treated properly and reduce job dissatisfaction. Be careful to pay attention to your group and establish a strong rapport with them. Remember that every one of your employees is unique, and what

drives one person might not drive another. According to (Hebert et al, 2008), not every benefits package should be created equal. Eliminating the problems that lead to discontent with the fundamental advantages that the company provides to meet the health requirements of its employees is the first step in achieving meaningful engagement in a company. After that, you should concentrate on each individual and what they want to gain from cooperating with your company. (Richard et al., 2015)

## **2. Maslow's Hierarchy of Needs**

The pyramid theory (Maslow's Hierarchy of Needs) was proposed in 1943 by psychologist Abraham Maslow in an article entitled "A Theory of Human Motivation". The most important content of this theory is that before people are motivated to achieve higher levels of needs, their basic needs must be met. This hierarchy consists of 5 levels (London & Bray, 1980):

- Biological: For a person to continue living, these needs, which include food, water, and shelter, must be met.
- Security: including personal and financial security and health and well-being.
- Love and Belonging: The need for friendship, relationships, and family.
- Respect: the need to feel confident and respected by others.
- Self-actualization: the desire to achieve all that you can achieve and to become the best person you can be.

According to the hierarchy of needs, before you can become the best person you can be, you need to be in good health, feel safe and secure, have meaningful relationships, and feel confident and encouraged.

### **a. How to use this theory in the workplace**

Chip Conley, founder (Joie de Vivre Hospitality) and head of hospitality (Airbnb), has used Maslow's Hierarchy of Needs to transform his business. According to Chip, many managers struggle with the abstract concept of self-actualization and thus focus on the lower levels of the pyramid. Connelly found that one way to help employees at higher levels is to help them better understand the meaning of their roles from a distance (Springer, 2011).

"In one exercise, we formed groups of 8 cleaners at each table and asked them

an abstract question: If someone from Mars saw what you were doing as a cleaner in a hotel, what would they call you? They chose titles such as "Quiet Sisters", "Crazy Creatures" and "Peace of Mind Police". There was a sense that they were doing more than just cleaning rooms. They create a space for the traveler who is far from his home to feel safe and calm." (Lee et al., 2013).

Connelly's group was able to understand the importance of their jobs to the company and to the people they were helping. By showing the value of their role, the group was able to feel respected and motivated to try harder. To get the best out of your team, you need to support them in other aspects of their lives outside of work. Perhaps you can offer more flexible working hours so employees have time to take care of their families and pay a fair wage so they feel financially stable (Lunenburg, 2011).

### **3. A Theory by Hawthorne**

(Hawthorne effect) was first described by (Landsberger, 1961). He found that some people worked harder and performed better when observed by researchers. The Hawthorne effect takes its name from a series of social experiments conducted on the effect of physical conditions on productivity at the Western Electric plant in Hawthorne, Chicago, in the 1920s and 1930s. The researchers varied several physical conditions during the experiments, including light, working hours, and rest periods. In all cases, employee productivity increased after the change was implemented. The researchers concluded that it's the attention that motivates employees to work harder, not the change in physical conditions (Cherry, 2014).

#### **a. How to use this theory in the workplace**

Studies on the Hawthorne effect suggest that employees will work harder if they know they are being monitored. While I don't recommend that you keep your staff under strict supervision all day, you can provide regular feedback and let your team know that you know what they're doing and how they're doing it. When you show your employees that you care about them and their working conditions, they may be motivated to work harder. Encourage your team to give you feedback and suggestions on the workspace and development (Tai, 2020).

### **4. Expectancy Theory**



(Expectancy Theory) says that people choose their behavior based on the results they expect to get from their behavior. In other words, we decide what to do based on the result we expect to get. At work, we may work longer hours because we expect to be paid extra. But expectancy theory also states that the processes by which we make decisions about our behaviors are influenced by the rewards we expect to receive. In this case, if workers are promised a raise (and they perceive the probability of getting this outcome), they may work harder than when they think they might get a raise (but see this outcome as probable and uncertain) (Pinder, 2014).

The theory of expectation is based on three elements:

- **Expectation:** Believing that your efforts will lead to achieving your desired goal. It depends on your past experiences, your confidence, and how difficult you think it is to achieve this goal.
- **Agency:** Belief that you will be rewarded if you meet performance expectations.
- **Value:** The value you place on the reward (Lunenburg, 2011).

Therefore, according to the expectancy theory, when people believe that if they reach an attainable goal, they will get a desirable reward, and they will find the most possible motivation. If they do not want the reward or do not believe that their efforts will lead to a reward, they will have little motivation (Tai, 2020).

#### **a. How to use this theory in the workplace**

The key to this is creating achievable goals for employees and providing rewards that they want. Rewards don't have to be in the form of raises, benefits, or paying all the restaurant's expenses (although I find those to be very desirable) to be done you need new ideas? How to refer to many useful articles in this field (Lunenburg, 2011).

### **5. The Three-Dimensional Theory of Documents**

(Three-Dimensional Theory of Attribution) describes how we give meaning to our own and other people's behaviors. There are several theories about attribution or attribution of meaning. Bernard Weiner's three-dimensional theory states that people try to understand why we do certain things. According to Weiner, the reasons we attribute to our behavior can influence how we behave in the future. For example, a student who fails an exam attributes his failure to several factors, and it is this

attribution that affects his motivation in the future. Weiner theorized that specific characteristics (such as bad luck or not studying enough subjects) are less important than the properties of that characteristic. According to Weiner, there are three main characteristics of traits that can influence future motivation. Stability: How stable is this feature? For example, if a student believes that he failed an exam due to a lack of intelligence, this is a persistent factor. Non-permanent factors are temporary, such as illness (Manzoor, 2012).

According to Weiner, stable attributes for achievements, such as passing exams, can lead to positive expectations and thus greater motivation in the future. But in negative situations, such as failing an exam, stable properties can lead to lower expectations in the future. Source of control: Did this incident happen due to an external or internal factor? For example, if a student believes that failing an exam is his fault because he is not intelligent enough (internal reason), he may be less motivated in the future. But if he believes that some external factors were effective in this matter, he may not lose his motivation. Controllability: How controllable was this situation? If a person believes they could have performed better, they may be less motivated to try again in the future than someone who believes they failed due to factors beyond their control (Olusola, 2011).

#### **a. How to use this theory in the workplace**

Esnad Weiner's three-dimensional theory has implications for providing feedback to employees. You need to give specific feedback to your employees and let them know that you know they can improve and know how to do it. This would theoretically help them avoid attributing their failure to a lack of skill and realize that they can control success if they work harder or use different strategies (Manzoor, 2012).

You can praise your employees by showing progress on work even if the desired result is not yet achieved. For example, praise someone for using the right methodology; Even if the result was not what you wanted. In this way, you will encourage your employees to attribute their failure to controllable factors that can be improved in the future (Olusola, 2011).

## L. Research Model

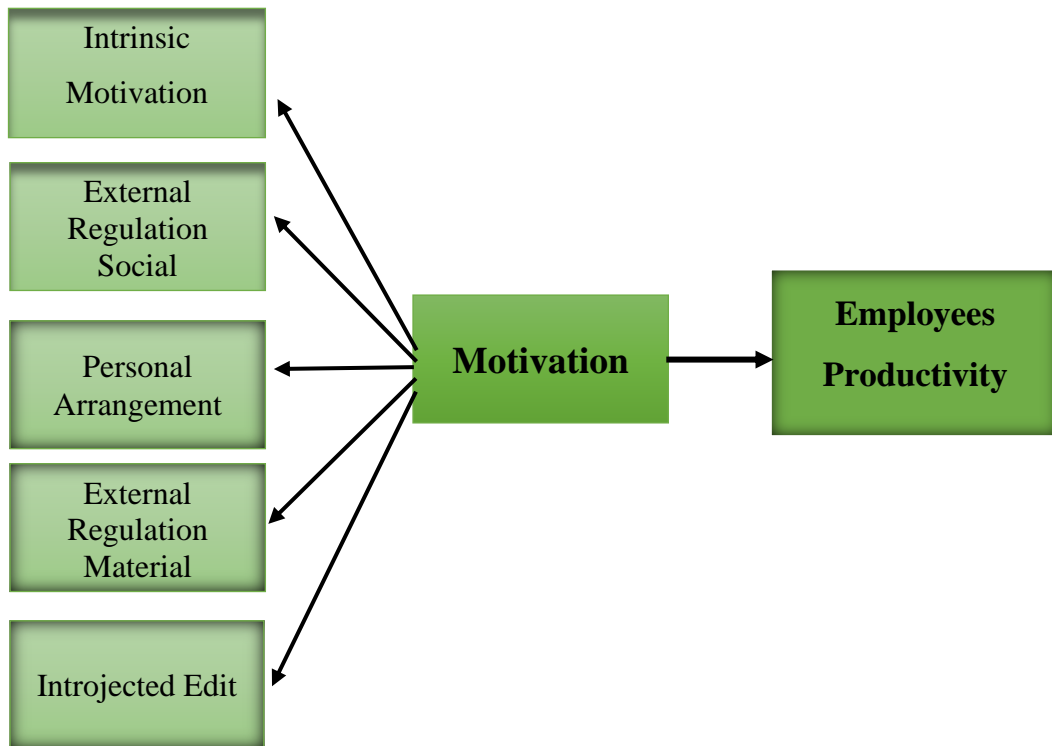


Figure 2 Research Model

### **III. RESEARCH METHODOLOGY**

#### **A. Description**

In this chapter, the research method adopted to conduct the research including the research design, population size, sample size, data collection method, and the data source is explained. This research examines (determining the effect of motivation on the productivity of employees of Khurshid Autopart Company). Data were collected from employees of different departments of organizations in a stratified random manner. The data collected by the questionnaire has been tested using SPSS software and using descriptive analysis that shows the effect of motivation on employee productivity.

#### **B. Research Design**

This research is descriptive in terms of purpose and goal and the method of collecting field information. In this research, a questionnaire has been collected. The method I have considered for my research is either field study or experimental research, and by setting up a questionnaire to determine the effects of this type of service, it should be noted that library studies are also in the field of theoretical research or theoretical research. effective, but field studies will form the main part of the research. Since the library research method does not answer the questions of this thesis, we have used the field research method to complete the thesis.

The purpose of this study was to determine the effect of motivation on employee productivity through an experimental survey research plan, in other words, people who had practical experience of the studied problem were investigated. The method was chosen because it was considered the most appropriate method concerning the subject under investigation. However, a descriptive design was used to study factors related to the effect of motivation on employee productivity, as it requires a deeper investigation.

### **C. Instrument Used for Primary Data Collection**

The instrument used for primary data collection was a questionnaire, in this research, the data collection tool is a researcher-made questionnaire and the number of items in the questionnaire reaches 32. The format of the five scale options on which the questionnaire questions are based is as follows.

Table 2 is an Example

Elective Selection	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Valid	1	2	3	4	5

In this research, the data collection method is the field. Direct observation and questionnaires were used in the field method. In other words, a questionnaire was used to determine the effect of motivation on employee productivity.

On the first page of the questionnaire, the purpose of the research and sending the questionnaire is presented. Then general questions related to demographics including gender, education, age, marital status and work experience were asked and then 32 questions related to the effect of motivation on employee productivity were stated.

### **D. Statistical Research Population**

The statistical population of this research is the employees of Khurshid Autopart Company as the research population, because in this research, due to the focus of the title, a case study design has been used. Therefore, I chose Khurshid Autopart Company, which is a company that imports automobiles in all parts of Afghanistan and have more than a thousand employees, as the statistical population of the research. According to Cochran's formula, 500 employees of this company were selected as the statistical population so that the results and findings can be accurately and widely covered.

### **E. A Statistical Sample of the Research**

Based on Cochran's statistical formula, out of 500 people, 217 employees of Khurshid Autopart Company were selected as the statistical sample of the research and 217 Questionnaires were Distributed among them.

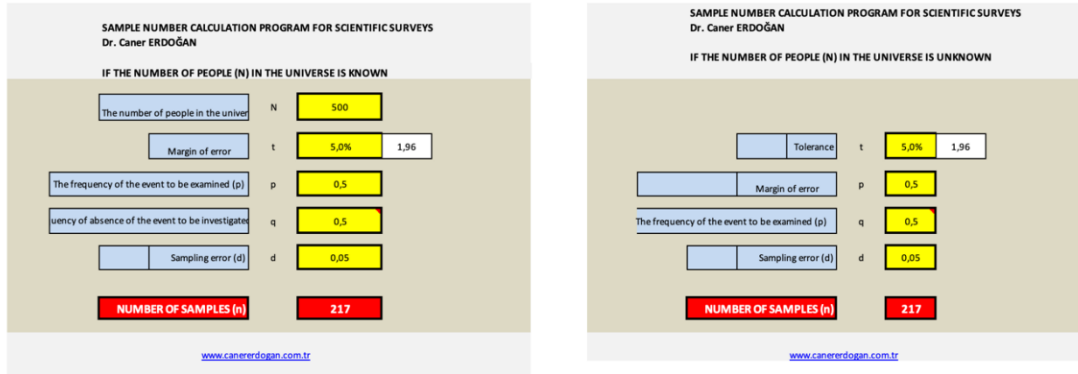


Figure 3 Sample Number Calculation Program for Scientific Surveys

## F. Source of Data

Both primary and secondary data were collected during the study.

### 1. Primary Data Collection

Primary data from the management level and employees of Khurshid Autopart Company were collected by a questionnaire about determining the impact of motivation on the productivity of employees of Khurshid Autopart Company.

## G. Data Analysis

Software called the Statistical Package of Social Sciences (SPSS) was used to analyze the data in this study. The three steps of data processing editing, coding, and tabulation were essential to the study process as a whole. For the sake of the research's accuracy and efficacy, this was done. The most recent SPSS version was used to decode and input the data. The findings of the statistical functions used to test the hypothesis and examine the research's objectives are shown in the following sections.

## **IV. DATA ANALYSIS**

### **A. Description**

According to the third chapter of the research, which was mentioned, I chose 500 employees of Khurshid Auto part as the statistical population of the research. Using a standard questionnaire containing 32 questions according to Cochran's statistical formula, a questionnaire was distributed to 217 people from the statistical population as a statistical sample of the research. After collecting the data, I coded and categorized it and analyzed it using SPSS software.

In the first part of this chapter, I analyzed the descriptive data and information, which includes:

Descriptive analysis of demographic variables such as; Gender, age, level of education, and employment, and descriptive analysis of each questionnaire question will be discussed.

In the second part, inferential analysis was done. This section includes the Kolmogorov-Smirnov test as a test for the normal distribution of data, in the second step the correlation test, and in the third section, the regression test will be used to test the research hypotheses. And finally, the statistical results of the research are expressed in the form of conclusions, rejecting or accepting the hypotheses.

### **B. Objective and Importance of The Research**

The purpose of this research is to determine the effect of motivation on employee productivity in Khurshid Autopart Company.

In the studies conducted in the literature, it has been observed that motivation is one of the most important factors for greater employee productivity because if employees do not have job motivation, they do not use all their abilities to do their job and only work hours at their workplace. Therefore, it should be pointed out to all managers in organizations that they do not spare any effort to understand the

employees and try to understand the problems of the employees in the organization, in their personal lives, and society and cooperate with the employees in solving them. Considering the financial problems of employees is one of the most important factors in motivating them.

### C. Hypotheses of The Research

H1: Motivation will have a positive effect on employee productivity.

H1a: The intrinsic motivation will have a positive effect on employee productivity.

H1b: The external regulation social will have a positive effect on employee productivity.

H1c: The personal arrangement will have a positive effect on employee productivity.

H1d: The external regulation material will have a positive effect on employee productivity.

H1e: The introjected edits will have a positive effect on employee productivity.

### D. Demographical Patterns of Respondents of the Research

Table 3 Demographic Information

Gender			
	Frequency	Percent	
Male	166	76.1	
Female	51	23.4	
Total	217	99.5	
Age			
	Frequency	Percent	
Up to 24 Years	21	9,7	
25 to 35 Years	114	52,5	
36 to 45 Years	53	24,4	
46 to 55 Years	24	11,1	
56 + Years	5	2,3	
Total	217	100,0	
Marital Status			
	Frequency	Percent	
Single	66	30,4	
Married	133	61,3	
Divorced/Separated	18	8,3	
Total	217	100,0	



Table 3 Demographic Information (cont.)

Educational Level		
	Frequency	Percent
Under Bachelor	80	36,9
Bachelor Degree	92	42,4
Master Degree	36	16,6
Doctorate Degree	8	3,7
Above Doctorate	1	,5
Total	217	100,0
Working Experience		
	Frequency	Percent
Less than two years	41	18,9
Two to four years	57	26,3
Five to seven years	89	41,0
Eight to ten years	25	11,5
Above ten years	5	2,3
Total	217	100,0

The demography of 500 respondents is described by the tables as well as charts to show the diversification of our sample that it reflects the opinion of all the parts of the society.

From the data, it is observed that most of the respondents are male (n=166, Percentage=76.5) in the collected sample of 217 employees while the remaining 51 (percentage = 23.5) are female employees.

Furthermore, in our data of 217 employees, the majority of the respondents belong to the age group of 25 to 35 years (n=114, Percentage=52.5), followed by the age group of 36 to 45 years (n=53, Percentage=24.4), year 46 to 55 (n=24, Percentage=11.1), Upto 24 years (n=21, Percentage=9.7) and the least of them belongs to the age group of 56+ years (n=5, Percentage=2.3).

Moreover, in our data of 217 employees, the majority of the respondents found married (n=133, Percentage=61.3), followed by single (n=66, Percentage=30.4), and the least of them found Divorced/ separated (n=18, Percentage=8.3).

It is further identified that, majority of the respondents stated that they have a bachelor degree (n=92, Percentage=42.4) followed by under bachelor (n=80, Percentage=36.9), master's degree (n=36, Percentage=16.6), Doctorate degree (n=8, Percentage=3.7) and above doctorate degree (n=1, Percentage=0.5) respectively.

However, majority of the respondents were found with 5 to 7 years' experience (n=89, Percentage=41.0) followed by 2 to 4 years' experience (n=57, Percentage=26.3), Less than 2 years' experience (n=41, Percentage=18.9), 8 to 10

years' experience (n=25, Percentage=11.5) respectively. Only 5 of them have above 10 years of working experience.

### E. Descriptive Statistics

Table 4 Shows the Variables' Frequency and Percentages.

	Mean Statistic	Std. Deviation Statistic	Skewness	Kurtosis
MO1	3,56	1,374	-,538	-1,086
IM1	2,44	1,107	1,399	,705
MO2	3,46	1,391	-,378	-1,372
IM2	3,57	1,380	-,550	-1,087
MO3	3,45	1,411	-,380	-1,379
IM3	2,43	1,143	1,341	,582
DDS1	1,92	1,146	1,459	1,434
KDI	1,96	1,140	1,331	1,053
DDS2	1,95	1,088	1,356	1,316
KD2	2,03	1,190	1,194	,503
DDS3	1,94	1,117	1,358	1,203
KD3	2,09	1,217	1,220	,572
DDM1	1,87	1,037	1,467	1,833
IYD1	3,29	1,531	-,327	-1,443
DDM2	1,88	1,036	1,464	1,836
IYD2	3,26	1,494	-,323	-1,403
DDM3	1,90	1,065	1,518	1,980
IYD3	3,30	1,518	-,326	-1,432
IYD4	3,28	1,481	-,321	-1,392
KD4	1,86	1,122	1,646	2,018
IYD5	3,30	1,518	-,326	-1,432
DDM4	2,17	,796	2,358	5,727
IM7	3,54	1,291	-,221	-1,642
DDM5	2,17	,796	2,358	5,727
IM4	2,43	1,143	1,341	,582
IM5	2,42	1,126	1,342	,627
MO5	3,56	1,312	-,232	-1,634
IM6	2,42	1,126	1,342	,627
DDS4	1,96	1,098	1,373	1,349
DDS5	1,93	1,097	1,370	1,297
DDS6	1,98	1,091	1,365	1,370
DDS7	1,94	1,113	1,372	1,260
Valid N (listwise)	216			

Note: MO1 (Unmotivated) lack Of Motivation, IM1 (intrinsic motivation) intrinsic motivation, DDS (External regulation social) external regulation social, KD (personal regulation) personal arrangement, DDM (External regulation material) external regulation material, IYD (internal regulation) mirrored edit) introjected edit.

From the descriptivism of the collected data, it is observed that 10 variables IM2, VR8, MO1, VR4, MO2, MO3, IYD3, VR2, IYD1, and IYD2 have an average above 3 which means that the respondents agree with the statements of these questions in general. While the average response of the remaining 22 questions is below 3 which refers to conclude that the respondents in general disagreed with the statements of those questions.

The highest variation is found in the responses for the variable IYD1 which was found at 1.531 which means that the opinion of the respondents is divided on this question. While the standard deviation for VR5 is the least among all the variables. This refers to understanding that the option of the respondents is aligned with each other while responding to this question.

21 variables VR3, VR5, VR1, DDM3, DDM1, DDM2, DDS1, IM1, VR10, VR13, VR11, VR12, DDS3, DDS2, VR7, VR9, IM3, VR6, KD1, KD3, and KD2 having skewness value more than zero. This refers to conclude that the distribution of these variables is positively skewed and more the data values surrounding the disagree cordon of the responses. While the skewness value for the remaining 11 variables is found slightly negative which refers to considering the distribution of these variables slightly surrounding the agreement cordon of the responses.

VR3 and VR5 among these variables were found leptokurtic. While the remaining 30 variables were found platykurtic. That means that only these two variables are having low dispersion from their center while the remaining 30 variables are well dispersed from their center value.

## F. Factor Analysis

Table 5 Motivation

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,635
Bartlett's Test of Sphericity	Approx. Chi-Square	5689,595
	Df	153
	Sig.	,000

When the exploratory factor analysis is applied to the questions/ items of the motivation variable the results show that the Kaiser-Meyer-Olkin Measure of Sampling Adequacy was achieved at 0.635 which means to interpret that 63.5% of the motivation questions/ items loaded into the factors at their similarity without any adjustment, which is also found significant.

Table 6 Total Variance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings <sup>a</sup>
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	3,539	19,661	19,661	3,539	19,661	19,661	3,500
2	3,253	18,071	37,732	3,253	18,071	37,732	2,998
3	2,635	14,639	52,372	2,635	14,639	52,372	2,781
4	2,419	13,441	65,813	2,419	13,441	65,813	2,509
5	1,949	10,830	76,644	1,949	10,830	76,644	2,063
6	1,736	9,642	86,285	1,736	9,642	86,285	2,003
7	,779	4,327	90,612				
8	,526	2,921	93,533				
9	,512	2,847	96,380				
10	,266	1,477	97,856				
11	,230	1,278	99,134				
12	,057	,319	99,453				
13	,033	,185	99,638				
14	,021	,119	99,757				
15	,019	,104	99,861				
16	,011	,058	99,919				
17	,008	,043	99,962				
18	,007	,038	100,000				

The exploratory factor analysis recommended that 6 factors of motivation can be constructed with these motivation questions/ items and they will explain 86.285% of the variation of the whole motivation variable. The first factor will occupy 19.315% of the items, the second will 16.187%, the third 15.245%, the fourth will 13.750%, the fifth 11.057%, and the last factor will contain 10.732% of the items to construct the sub-dimension of the motivation factor.

Table 7 Pattern Matrix

	Component					
	1	2	3	4	5	6
MO3	,932					
IM2	,930					
MO1	,928					
MO2	,925					
DDS2		,988				
DDS3		,984				
DDS1		,980				
IYD1			,981			
IYD3			,977			
IYD2			,899			
DDM2				,955		
DDM1				,949		
DDM3				,779		
IM3					,999	
IM1					,995	
KD2						,908
KD3						,834
KDI						,629

All 18 items of the motivation scale were loaded into their corresponding factor with high loadings while none of the items was considered an outlier in factor loadings. As per (Hair et al., 2011, and Hair et al., 2014) the factor loadings will be above 0.7 to consider a fruitful factor assignment for the items to get good participation in factor construction whereas (Fornell and Larcker, 1981; Hair et al., 2017; Ringle et al., 2012; Hair et al., 2016) suggested that composite reliability and AVE should be higher than 80 percent and 50 percent respectively and here we have all the factor loadings near to 0.9 except KDI which is 0.629, which refer to conclude that factor loadings are enough good to generate the factors and to get the reliable results from the items for the desired variable of motivation. The items allocation for each factor can be seen in the Pattern matrix table.

Table 8 Component Transformation Matrix

Component	1	2	3	4	5	6
1	,977	-,089	-,051	-,028	,179	-,044
2	,062	,788	-,479	-,290	-,072	,239
3	,043	,376	,845	-,255	,203	,192
4	,106	,347	,132	,893	-,202	,117
5	-,142	,247	-,108	,180	,761	-,544
6	-,091	-,222	-,161	,144	,549	,771

Since the component transformation matrix shows a very good transformation indication as it has greater diagonal values which are needed to be near to 1 and small off-diagonal values preferably near to zero for ideal factor construction.

Table 9 Productivity Scale

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,735
Bartlett's Test of Sphericity	Approx. Chi-Square	4589,595
	df	233
	Sig.	,000

When the exploratory factor analysis is applied to the 13 questions/ items of the Productivity variable the results show that the Kaiser-Meyer-Olkin Measure of Sampling Adequacy was achieved at 0.735 which means to interpret that 73.5% of the productivity questions/ items loaded into the factors at their similarity without any adjustment, which is also found significant.

Table 10 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings <sup>a</sup>
	Total	% Of Variance	Cumulative %	Total	% Of Variance	Cumulative %	Total
1	3,971	28,368	28,368	3,971	28,368	28,368	3,948
2	3,003	21,452	49,820				
3	2,046	14,611	64,431				
4	1,936	13,832	78,263				
5	1,709	12,208	90,471				
6	,969	6,924	97,395				
7	,197	1,411	98,806				
8	,051	,365	99,171				
9	,038	,274	99,445				
10	,032	,228	99,673				
11	,022	,155	99,828				
12	,014	,101	99,930				
13	,010	,070	100,000				
14	9,222E-18	6,587E-17	100,000				

The exploratory factor analysis recommended that 1 factor of productivity can be constructed with these 13 questions/ items and they will explain 30.440% of the variation of the whole productivity variable.

Table 11 Component Matrix<sup>a</sup>

	Component 1
VER4	,980
VER6	,975
VER5	,971
VER7	,968

4 out of the 13 items of the productivity scale were loaded into their corresponding factor with high loadings while 9 of the items were considered as an outlier in factor loadings as they were cross-loading into the other factors. As per (Hair et al, 2011, and Hair et al., 2014) the factor loadings will be above 0.7 to consider a fruitful factor assignment for the items to get good participation in factor construction whereas (Fornell and Larcker, 1981, Hair et al., 2017, Ringle et al., 2012, Hair et al., 2016) suggested that composite reliability and AVE should be higher than 80 percent and 50 percent respectively. Here we have all the factor loadings for the 4 items near 1, which refers to concluding that factor loadings are enough good to generate the factors and to get reliable results from the items for the desired variable of productivity. The items allocation for each factor can be seen in

the component matrix table.

### G. Reliability Analysis

Table 12 Reliability Levels of Scales

Variables	Number of expressions/ items	Reliability / Cronach's alpha ( $\alpha$ )
Productivity	It consists of 4 expressions	$\alpha=.991$
Lack of motivation	It consists of 4 expressions	□□□□□□
Intrinsic motivation	It consists of 3 expressions	□□□□□□
External regulation material	It consists of 3 expressions	□□□□□□
Personal arrangement	It consists of 3 expressions	□□□□□□
External regulation material	It consists of 2 expressions	$\alpha=.882$
Introjected edit	It consists of 3 expressions	□=.991

As per Hacker, 1999 the value of Cronach's alpha must be more than 0.5 to consider a factor/ variable reliable to use in the decision-making analysis. After the factor construction, the reliability scale of the items loaded into the factors was examined for each factor separately. The value of Reliability/ Cronach's alpha is found well above 0.5 so we can conclude that the information contained by the items loaded into the same variable is internally consistent with each other. The reliabilities are above 0.9 for four factors/ sub-dimensions around 0.9 for one factor and nearly above 0.7 for two of the constructed factors which are good.

Table 13 Correlational Analysis

Correlations							
	lack Of Motivation	intrinsic motivation	external regulation social	personal arrangement	external regulation material	introjected edit	Productivity
lack Of Motivation		.528**	-.021	.003	-.023	-.021	-.033
intrinsic motivation			-.014	-.063	-.060	.037	-.025
external regulation social				.147*	-.084	-.084	.988*
personal arrangement					-.051	.004	.149*
external regulation material						.021	-.086
introjected edit							-.079
Productivity							

\*\* . Correlation is significant at the 0.01 level (2-tailed).  
 \* . Correlation is significant at the 0.05 level (2-tailed).

Since the factor are constructed using varimax rotation in exploratory factor analysis which is used to construct the orthogonal factors which don't correlate with them or have a weaker correlation (Kieffer, 1998). Here we have some highly

significant and strong correlations between productivity and external regulation social, a moderately significant correlation between lack of motivation and intrinsic motivation, and a weak but significant correlation between productivity and personal arrangement & external regulation social and personal arrangement. This is due to the separate running of the efficiency scale on the productivity scale and out of multiple combinations, these are the few that can be ignored.

## H. Regression Analysis

Table 14 Correlation Coefficients of the Lack of Motivation Variable

Model		Coefficients <sup>a</sup>			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2,048	,211		9,694	,000
	Lack of motivation	-,027	,057	-,033	-,479	,632

a. Dependent Variable: productivity

The sig. values of lack of motivation are greater than 0.05 which refers to rejecting its hypothesis and concluding that there is an insignificant negative impact of this variable on employee productivity. The Productivity is decreased by 0.027 units when the lack of motivation is increased by 1 unit. This effect is only 3.3% of the total effect on productivity and it is found insignificant.

Table 15 Correlation Coefficients of the Intrinsic Motivation

Model		Coefficients <sup>a</sup>			t	Sig.	Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients			Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	2,035	,239		8,529	,000		
	Intrinsic motivation	-,029	,081	-,025	-,362	,717	1,000	1,000

a. Dependent Variable: Productivity

The sig. values of intrinsic motivation are greater than 0.05 which refers to rejecting its hypothesis and concluding that there is an insignificant negative impact of this variable on employee productivity. The Productivity is decreased by 0.029 units when the intrinsic motivation is increased by 1 unit. This effect is only 2.5% of the total effect on productivity and it is found insignificant.



Table 16 Correlation Coefficients of the External Regulation Social

Model		Unstandardized Coefficients		Coefficients <sup>a</sup>	t	Sig.	Collinearity Statistics	
		B	Std. Error	Standardized Coefficients Beta			Tolerance	VIF
1	(Constant)	,059	,024		2,492	,013		
	External Regulation social	,976	,011	,988	92,199	,000	1,000	1,000

a. Dependent Variable: productivity

The sig. values of external regulation social are less than 0.05 which refers to accepting its hypothesis and concluding that there is a significant positive impact of this variable on employee productivity. The Productivity is decreased by 0.976 units when the external regulation social is increased by 1 unit. This effect is only 98.8% of the total effect on productivity and it is found significant.

Table 17 Correlation Coefficients of the Personal Arrangement

Model		Unstandardized Coefficients		Coefficients <sup>a</sup>	t	Sig.	Collinearity Statistics	
		B	Std. Error	Standardized Coefficients Beta			Tolerance	VIF
1	(Constant)	1,603	,174		9,217	,000		
	Personal arrangement	,173	,078	,149	2,215	,028	1,000	1,000

a. Dependent Variable: productivity

The sig. values of personal arrangement are less than 0.05 which refers to accepting its hypothesis and concluding that there is a significant positive impact of this variable on employee productivity. The Productivity is decreased by 0.173 units when the personal arrangement is increased by 1 unit. This effect is only 14.9% of the total effect on productivity and it is found significant.

Table 18 Correlation Coefficients of the External Regulation Material

Model		Unstandardized Coefficients		Coefficients <sup>a</sup>	t	Sig.	Collinearity Statistics	
		B	Std. Error	Standardized Coefficients Beta			Tolerance	VIF
1	(Constant)	2,139	,165		12,966	,000		
	External regulation material	-,099	,078	-,086	-1,263	,208	1,000	1,000

a. Dependent Variable: productivity

The sig. values of external regulation material are greater than 0.05 which refers to rejecting its hypothesis and concluding that there is an insignificant negative impact of this variable on employee productivity. The Productivity is decreased by 0.099 units when the intrinsic motivation is increased by 1 unit. This effect is only 8.6% of the total effect on productivity and it is found insignificant.

Table 19 Correlation Coefficients of the Introjected Edit

Model		Coefficients <sup>a</sup>			t	Sig.	Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients			Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	2,148	,183		11,718	,000		
	Introjected edit	-,060	,051	-,079	-1,166	,245	1,000	1,000

a. Dependent Variable: Productivity

The sig. values of introjected edit are greater than 0.05 which refers to rejecting its hypothesis and concluding that there is an insignificant negative impact of this variable on employee productivity. The Productivity is decreased by 0.060 units when the intrinsic motivation is increased by 1 unit. This effect is only 7.9% of the total effect on productivity and it is found insignificant.

## I. Summary of Regression Analysis

After running the regression analysis on the constructed factors and testing the hypotheses it is observed that 2 out of 6 hypotheses were accepted and the effects are endorsed by the regression analysis. The effect of external regulation on the social and personal arrangement was found significant on the productivity of the employees. 1 unit of external regulation social increased 0.976 units in productivity while one unit of personal arrangement increase 0.173 units in productivity. While other four factors i.e., lack of motivation, intrinsic motivation, external regulation material, and introjected edit were found insignificant in affecting productivity.

## **V. CONCLUSION AND RECOMMENDATION**

### **A. Conclusion**

In today's world, the number and variety of organizational jobs and specializations are increasing, one of the important duties of managers in organizations is to identify the potential talents of employees and provide them with the grounds for their growth and prosperity, and in the meantime, to know the motivation issues in employees to improve performance and increase profit. The organization is important. And because many things about human behavior are still unknown, knowledge about employee motivation is important for management for various reasons, and such knowledge can help to improve the use of human resources and prevent resistance to changing the limitation in Efficiency and conflict will help in work and lead to the creation of a profitable organization.

According to the literature review of the research, that has been carried out before in this case, motivation is very important in the productivity of employees and they stated that two factors are effective in creating job motivation in employees, which are financial incentives and non-financial incentives. were financial, financial incentives including considering bonuses for employees, considering paid leave, and increasing employee salaries.

Non-financial incentives include awarding letters of appreciation to employees, raising the work rank in the organization, and verbal praise from employees. These cases increase the job motivation of the employees and the productivity of the employees also increases. In this research, external compatibility and social and personal compatibility are considered to be influential factors. Social compatibility is respecting and being respected, and personal compatibility is also Motivating employees.

The present research was conducted to determine the effect of motivation on employee productivity in Khurshid Autopart Company. A questionnaire was used to collect information in the study; 32 questions on external compliance, social and

personal adjustment, individual regulations, lack of motivation, internal motivation, and internal regulation were suggested and a questionnaire was obtained from 217 employees of the company. The obtained data were analyzed with SPSS software. Two hypotheses out of a total of 6 hypotheses were accepted while the other four hypotheses were rejected by performing various tests. The two accepted hypotheses include external adjustment and social and personal adjustment variables. These two variables have a positive and significant effect on employee productivity, but the other four variables, individual regulation, lack of motivation, intrinsic motivation and intrinsic regulation, do not have a significant relationship with employee productivity, so these four variables were rejected.

## **B. Limitations and Recommendations for Future Studies**

We live in unusual times and lifestyles that are significantly different from our normal lifestyles, which is why we faced limitations in conducting this survey that we need to emphasize. Firstly, due to the inappropriate political situation in the country, government institutions and private organizations were not willing to answer the questions. Therefore, I faced many problems in distributing the questionnaire.

Another problem was not being familiar with research methods, conducting research has different methods, but I faced a serious problem due to my lack of previous experience in the field of research.

The other problem was not having enough time due to busy work, I had to work several hours a day to pay for living expenses, so to do good research, we need to have enough time and financial support, which I did not have.

Therefore, friends who want to do research in the future should consider issues such as enough time, a favorable environment for research, and financial support so that they don't face the problems I had.

## **C. Recommendation**

The researcher of this work has the following suggestions for the managers of organizations for better employee productivity:

- A good manager is someone who knows his employees and understands their problems. Therefore, it is recommended for all the managers of the organizations to pay attention to the employees and monitor all their behavior, by doing this, they can understand the problems of the employees and help them to solve them.
- Job motivation is one of the most important factors for an employee because an employee who is not motivated does not work. Managers should be aware of this issue and at first, by involving employees in the decisions of the organization, holding training programs, valuing employees, create motivation for employees to have better productivity.
- The support of the organization to the employees, the adaptation of the employees to the work environment, the knowledge of the job by the employees, and the ability to do the job are other things that the managers of the organization should pay attention to and provide the background for each employee for the employees to have better productivity.
- According to the results of this research, motivation is one of the most influential factors for high employee productivity in organizations. Therefore, motivating employees is one of the techniques that a capable manager must have.

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## **DISSERTATIONS**

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## **APPENDICES**

### **Questionnaire**

This questionnaire has 37 questions and measures the productivity of human resources.

#### **Conceptual Definition of Questionnaire Variable**

Human resource efficiency means maximizing the use of human resources scientifically to reduce costs and satisfy employees, managers, and consumers, as well as the maximum appropriate use of human resources to move towards the organization's goals with the least amount of time and minimum cost.

#### **Dear respondent**

While thanking you for your cooperation in this research, the questionnaire that is presented has been prepared to collect information for the work of university research. It is hoped that with your cooperation and assistance, this important matter will be achieved. Therefore, you are requested to answer the questions honestly by accepting the effort and spending your time. It should be noted that the questionnaire information will only be used for research purposes and there is no need to mention names. Thank you in advance for your sincere cooperation.

#### **Part I: General Information**

Guidance: Please address the query below and place a (thick) in the box which suits you best.

**Gender:**                      Male                       Female

#### **Age:**

1.  Up to 24 Y/O    2.  25-35 Y/O    3.  36-45 Y/O    4.  46-55 Y/O  
5.  + 56 Y/O

#### **Marital Status:**

1.  Single    2.  Married    3.  Divorced/Separated

**Educational Level:**

1.  Under Bachelor    2.  Bachelor Degree    3.  Master Degree  
 4.  Doctorate Degree    5.  Above Doctorate

**Working Experience:**

1.  Less than two years    2.  Two to four years    3.  Five to seven years  
 4.  Eight to ten years    5.  Above ten years

Audit Questions Part II: Internal

Please put just a thick query in the box that best fits your answer.

Statement	Strongly				Strongly
	Disagree	Disagree	Neutral	Agree	Agree
	(5)	(4)	(3)	(2)	(1)
1 I don't put in any effort at work since I believe I'm wasting my time.					
2 I make effort in my work because it is interesting.					
3 I put in minimal effort at work because I believe it is not worth the effort.					
4 I work hard because I find my job to be exciting.					
5 Even though my job is useless, I'm not sure why I'm doing it.					
6 I work hard in my job because I have fun while doing it.					
7 I work hard in my job to get others' approval (supervisor, colleagues, family, etc.).					
8 Making an effort in my					

	profession means a lot to me.					
9	I make an effort in my job so that others (supervisor, colleagues, family, etc.) respect me more.					
10	I give my job my best effort since it aligns with my values.					
11	I make an effort in my job to avoid criticism from others (supervisor, colleagues, family, etc.).					
12	I put forth effort in my career because I believe it is crucial for my well-being.					
13	However, if I work hard enough at my job, my employer, supervisor, and other people will financially compensate me.					
14	I work hard at my job otherwise I feel horrible.					
15	If I put in enough effort at work, others (employers, supervisors, etc.) will provide me with better job security.					
16	I make an effort in my current job otherwise I feel embarrassed.					
17	If I don't put enough effort into my job, I risk losing it.					
18	I work hard at my job because it makes me proud of myself.					
19	I work hard at my job because I need to prove myself.					
20	loss of desire to work					

21	Unwillingness to go to work.					
22	Resignation from your skin and position.					
23	Do not make mistakes in transactions.					
24	Don't be too sensitive.					
25	Do not think about quitting the job					
26	Do not Decrease the quality of the work done.					
27	Do not be offensive to your job colleagues.					
28	Do not feel inadequate at work.					
29	Inability to cooperate with colleagues.					
30	Do not make inaccurate decisions.					
31	Do not quit your job by requesting permission or submitting a report.					
32	Do not be harsh with the Citizen/Customer.					

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Sayı : E-88083623-020-67353  
Konu : Etik Onayı Hk.

27.10.2022

Sayın SAIFULLAH MURAD

Tez çalışmanızda kullanmak üzere yapmayı talep ettiğiniz anketiniz İstanbul Aydın Üniversitesi Etik Komisyonu'nun 20.10.2022 tarihli ve 2022/18 sayılı kararıyla uygun bulunmuştur. Bilgilerinize rica ederim.

Dr. Öğr. Üyesi Alper FİDAN  
Müdür Yardımcısı

Bu belge, güvenli elektronik imza ile imzalanmıştır.

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## **RESUME**