

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



**THE EFFECTS OF MOTIVATION ON EMPLOYEES’  
PERFORMANCE: A CASE STUDY IN AFGHANISTAN’S  
MANUFACTURING SECTOR**

**MASTER’S DEGREE THESIS**

**Ahmad Masoud SAEEDI**

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

**AUGUST, 2022**



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**(Y1912.130026)**

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**Business Administration Program**

**Thesis Advisor: Assist. Prof. İlkey KARADUMAN**

**AUGUST, 2022**



## **ONAY FORMU**



## **DECLARATION**

All material in this thesis paper was collected and presented in compliance with academic principles and ethical behaviour. I further declare that, in accordance with these rules and behavior, I have properly credited and referenced all non-original material and findings in this thesis. (17/08/2022)

Ahmad Masoud SAEEDI





## **FOREWORD**

My sincere gratitude to Assist. Prof. Ilkay. KARADUMAN, my valued supervisor, for all her helpful advice and suggestions. I am grateful to all my instructors and friends who have taught me even a single thing.

Dedicated to my parents, family, and friends. Especially to My love who has been always by my side.

August, 2022

Ahmad Masoud SAEEDI



# **THE EFFECTS OF MOTIVATION ON EMPLOYEES' PERFORMANCE: A CASE STUDY IN AFGHANISTAN'S MANUFACTURING SECTOR**

## **ABSTRACT**

The performance of employees is crucial to achieving the organization's goals and objectives, as are the elements and resources that may influence this performance and improve its quality. There are a multitude of causes for productive job performance. Motivation may alternatively be described as the readiness to expend high amounts of effort in pursuit of organizational objectives, contingent on the capacity of those efforts to fulfill some individual need. Motivating high levels of employee performance is such an essential organizational factor that both academic scholars and actual managers have attempted to comprehend and explain motivation. To analyze the effect of motivation on employee performance in organizations, a case study of the manufacturing industry in Afghanistan was conducted. Specifically, the study evaluated the impact of recognition and reward programs on employee performance in Afghanistan's manufacturing industry, as well as the impact of monetary and financial incentives on employee performance in Afghanistan's manufacturing sector. This study used a quantitative methodology and descriptive researcher survey design as its research design. The kind of data obtained was primary data, and a Google form was used to collect it. With the use of descriptive analysis in SPSS, the data were evaluated and displayed in tables and graphs. The results indicate that company recognition and incentive programs promote employee performance in a desired manner. In addition, the research revealed that financial and monetary incentives had a favorable effect on the performance of manufacturing workers in Afghanistan. Overall, the correlation test reveals a strong positive relationship between the dependent variable (employee job performance) and the independent variable (factors affecting employee job performance) based on the analysis of data collected from 287 employees in Afghanistan's manufacturing sector

working in various departments (motivation). However, regression analysis indicates that the influence of these two factors on each other is moderated.

In summary this research recommended that managers invest in more strategies for developing the capability and capacity of their staff, improve and develop trust in the ability of their employees to perform their tasks. Ensuring proper appreciation for good work to employees is important. This does not only motivate employee, but also provides a sense of success that further enhances the employee and company performances.

**Keywords:** Motivation, Job performance, Financial Incentives, rewards, recognition.

# **MOTİVASYONUN ÇALIŞAN PERFORMANSINA ETKİLERİ AFGANİSTAN İMALAT SEKTÖRÜNDE BİR VAKA ÇALIŞMASI**

## **ÖZET**

Çalışanların performansı, bu performansı etkileyebilecek ve kalitesini artırabilecek unsurlar ve kaynaklar gibi, kuruluşun amaç ve hedeflerine ulaşmak için çok önemlidir. Verimli iş performansı için çok sayıda neden vardır. Motivasyon, alternatif olarak, bazı bireysel ihtiyaçları karşılamaya yönelik bu çabaların kapasitesine bağlı olarak, örgütsel hedeflere ulaşmak için yüksek miktarda çaba harcamaya hazır olma olarak tanımlanabilir. Yüksek düzeyde çalışan performansını motive etmek o kadar önemli bir organizasyonel faktördür ki, hem akademisyenler hem de gerçek yöneticiler motivasyonu anlamaya ve açıklamaya çalışmışlardır. Örgütlerde motivasyonun çalışan performansı üzerindeki etkisini analiz etmek için Afganistan'daki imalat endüstrisine ilişkin bir vaka çalışması yapılmıştır. Çalışma, özellikle Afganistan'ın imalat endüstrisindeki çalışan performansı üzerindeki tanıma ve ödüllendirme programlarının etkisini ve ayrıca parasal ve finansal teşviklerin Afganistan'ın imalat sektöründe çalışan performansı üzerindeki etkisini değerlendirdi. Bu çalışmada, araştırma tasarımı olarak nicel bir metodoloji ve tanımlayıcı araştırmacı anket tasarımı kullanılmıştır. Elde edilen veri türü birincil veriydi ve bunları toplamak için bir Google formu kullanıldı. SPSS'de betimsel analiz kullanımı ile veriler değerlendirilmiş ve tablolar ve grafikler halinde görüntülenmiştir. Sonuçlar, şirket tanıma ve teşvik programlarının çalışan performansını istenen şekilde artırdığını göstermektedir. Ayrıca araştırma, mali ve parasal teşviklerin Afganistan'daki imalat işçilerinin performansı üzerinde olumlu bir etkisi olduğunu ortaya koydu. Genel olarak, korelasyon testi, Afganistan'ın imalat sektöründe çeşitli departmanlarda çalışan 287 çalışandan (motivasyon) toplanan verilerin analizine dayalı olarak bağımlı değişken (çalışan iş performansı) ile bağımsız değişken (çalışan iş performansını etkileyen faktörler) arasında güçlü bir

pozitif iliřki ortaya koymaktadır.). Ancak regresyon analizi, bu iki faktörün birbirleri üzerindeki etkisinin ılımlı olduđunu göstermektedir.

Özetle bu arařtırma, yöneticilerin personelinin kapasitesini ve kapasitesini geliřtirmek için daha fazla stratejiye yatırım yapmalarını, çalışanlarının görevlerini yerine getirme yeteneklerine olan güveni geliřtirmelerini ve geliřtirmelerini tavsiye etti. Çalışanlara iyi iş için uygun takdir sağlamak önemlidir. Bu sadece çalışanı motive etmekle kalmaz, aynı zamanda çalışan ve şirket performanslarını daha da artıran bir başarı duygusu sağlar.

**Anahtar Kelimeler:** Motivasyon, İş performansı, Mali Teşvikler, ödüller, tanınma.

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## **I. INTRODUCTION**

In recent years, increased productivity has become a worldwide need rather than a choice in all industries. Employee performance is clearly one of the most important aspects affecting productivity. Additionally, it has become highly essential in the fast and dynamic pace of development globally to maintain motivation of your most important asset which is your human resources in order to win, hence, employee motivation and employee performance are highly important factors affecting productivity and efficiency.

Motivation is a force that may be used to change the attitudes and actions of employees in an organization so that everyone is working in the same direction and to the same high standard. Motivated individuals, according to Guay et al., (2000), have more autonomy in their professions, are more likely to be devoted to the business, and are more likely to create possibilities for the organization than non-motivated employees. Motivation is related to study of behaviors and it has lots of theories which are made as a result of researches in the area, for example, according to Chen et al. (2005), there is a significant relationship between motivation and employee happiness, and work satisfaction clearly enhances performance. Following the collapse of Taliban regime in Afghanistan and establishment of the new regime, initial steps were taken to pave the way for investment in manufactory sector in the country, industrial townships were made, business licenses process was eased and steps were taken to ease availability of raw materials and energy as a result hundreds of small and medium manufacturing companies were established most of which operated in food manufacturing area which helped to reduce the importation of these items from neighboring Pakistan and Iran, Afghanistan has one of the worlds most unbalanced trade balances, mainly due to decades of war, destruction of infrastructures and no investment due to security threats. Shortly after the establishment of many industrial companies, a huge portion of them went bankrupt and stopped operating because they couldn't compete the products from neighboring countries, many reasons were behind their weakness in competition, one of them was surely human resource skills and motivations which affected productivity adversely,

this study will attempt to dig into motivation factors in industrial sector in Afghanistan which is somewhat a unique case because Afghanistan is a developing country and also a post war state which tries to establish the sector from zero.

Finally, the research proposal is the first chapter of this study, followed by the literature in the second chapter. The third part covers study technique, while the fourth chapter covers findings and analysis. The conclusion and recommendation, on the other hand, will be the last chapter.

### **A. Theories and Models of the Study**

In this part of the top and most well-known theories of the two research variables will be briefly introduced.

### **B. Theories of Motivation**

Motivated is a state of mind defined by energy and enthusiasm that drives a person to behave in a certain way in order to achieve their goals. Motivation is a driving force that encourages individuals to work hard and pay attention, particularly when things aren't going as planned. Human conduct is influenced by motivation in a variety of ways. Motivation, in a nutshell, is the driving force behind human effort.

Our motivations are influenced and guided by a multitude of factors. Keeping everyone in an organization motivated is crucial. Several psychologists have studied human behavior and organized their findings into a number of motivating theories. These motivational theories explain why people act in certain ways and what motivates them.

#### **1. Maslow's hierarchy of needs theory**

According to Abraham Maslow's hypothesis, a person is motivated when all of his or her basic needs are satisfied. People work to make a difference and put their skills to good use, not for the sake of financial security or personal success. He demonstrated this by drawing a pyramid to represent how people are motivated, emphasizing the need of accomplishing higher-level criteria before progressing to the next level. According to the pyramid, people's fundamental requirements are at the bottom of the pyramid, and they will not strive to satisfy higher-level requests until



their basic needs have been addressed (McLeod, & Saul, 2021).

The following is a list of prerequisites in order of importance:

- Physiological needs include air, sleep, food, water, clothing, sex, and a safe place to live, among others.
- Threats, deprivation, and other dangers must all be avoided (e.g., health, secure employment, and property)
- Socialization (a feeling of belonging and affection), friendship, and other types of socialization are in high demand.
- The need for respect and admiration, as well as the desire to be respected and appreciated, are both self-esteem criteria.

Self-actualization requires the opportunity for personal development, learning, and a meaningful, interesting, creative, and challenging vocation.

The desire for self-actualization is the highest degree of need that a person may have.

## **2. Models and theories of performance management**

The complexity of company operations has necessitated the development of new and comprehensive business management approaches. Performance management is a term used in the field of human resources management. An organization's strategic objectives must be aligned with the performance of its employees in order to be successful (Aguinis, 2009). A lot of people mistake performance management with performance assessment, although the latter is actually just a subset of the first.

There is no widely accepted methodology for managing performance. The concept has been interpreted in a variety of ways by different experts. As Mabey calls it, the paradigm is called the "performance management cycle.". A company's performance management system should be implemented in accordance with this cycle's five components.

Management system components include those listed below:

- Establishing goals.
- Keeping track of how well things are doing.
- Provide feedback on performance.

- Performance-based remuneration scheme
- As well as changes to objectives and activities (Mabey et al, 1999).

What others have to say

The notion is underpinned by two theories:

- The theory of goal-setting.
- Theory of expectation.

### **3. Goal setting theory**

Edwin Locke introduced the goal-setting concept in 1968, which was accepted by the scientific community. According to this hypothesis, personal goals play a crucial influence in inspiring people to reach better levels of performance in their current positions. This is due to the personnel' persistent dedication to achieving their objectives. If these objectives are not met, they must either improve their performance or change the aims to make them more attainable in the next round. The performance management system's goals will be realized if performance improves (Salaman et al, 2005).

### **C. Theory of Expectancy**

Victor Vroom suggested it in 1964, and it has been in use ever since. It is hypothesized that people' working behaviors alter in response to their odds of achieving their intended objectives, and that this theory is correct. Individuals make changes to their conduct in order to maximize their chances of reaching their desired outcomes. This idea underpins the concept of performance management, since it is thought that future expectations have an impact on current performance (see also: (Salaman et al, 2005).

#### **1. The problem can be stated**

During the last several years, there has been a significant amount of study on organizational effectiveness and employee motivation. In order to fulfill its objective and vision, a company's ability to promote its employees must be taken into consideration. Increasingly, employees in both the public and commercial sectors are becoming aware of the critical role that motivation plays in enhancing overall

productivity. It is clear from the foregoing and current economic trends that the rate of change in our business environment is rising, resulting in the introduction of new obstacles on a daily basis. Following the deposition of the Taliban administration in 2001, Afghanistan managed to re-establish a new government despite numerous challenges and difficulties in various sectors such as security, health, education, and so on. Despite these challenges and difficulties, Afghanistan was able to establish a new government. All of these problems and difficulties were waiting for the country to reform and prosper. In general, Afghanistan's trade balance is negative each year since it is a consumer nation. However, the manufacturing sector, which is the engine of the economy, may be able to assist Afghanistan's uneven trade balance become positive or at the very least achieve balance in the near future. In recent studies and observations, it has been shown that employees who are adequately motivated are more productive and inventive in their efforts to achieve corporate or organizational objectives (Jibowo, 2007; Bergum & Lehr's, 2004). On the other side, employees who are less motivated are less productive and more prone to stray from the organization's goals. The use of motivation as an incentive system is crucial to the development of capabilities and the conversion of those capacities into better results (William, 2019). Although this is the case, no study has been conducted in Afghanistan's industrial sector to examine the relationship between employee motivation and organizational performance. As a consequence, the focus of this research is on the relationship between international students' use of social media marketing and their decision-making processes about their university enrollment.

#### **D. Research Questions**

The following questions will be answered as a result of this study.

- How does creating motivating goals affect employee performance in Afghanistan's manufacturing sector?
- How do financial incentives and monetary considerations influence employee performance in Afghanistan's manufacturing sector?
- What effect do recognition and incentive programs have on employee performance in Afghanistan's industrial sector?

## **1. The study's importance**

The findings will assist factory managers in planning, executing, and refining programs that will encourage their personnel and improve their overall performance. The study's results will contribute to the body of knowledge concerning how motivation affects employee performance. Future researchers interested in motivation and performance will profit from it as well.

## **E. Research Objectives**

The study's overall goal is to look at the role of motivation in boosting organizational efficiency in Afghan manufacturing companies.

- The emphasis of this study will be on the effects of motivation on employee performance.
- Investigating the link between employee motivation and performance in Afghanistan's manufacturing sectors.
- To observe contributing motivations factors on employees' performance.

## **F. Research Hypotheses**

In general, there are two factors (financial incentives/monetary factors and recognition and reward programs) as independent variables have impact on the dependent variable which is employees' performance. Research hypotheses are the researchers' preliminary or presumptive replies to the questions if the research questions are related to what they want to examine (Maxwell, 2005, p. 69). The following are the research hypotheses for this study:

- H1: Motivation has a positive impact on job performance in the manufacturing sector of Afghanistan.
- H2: Motivation has a positive relationship with job performance in the manufacturing sector of Afghanistan.
- Null Hypothesis: Motivation and job performance do not have any relationship.

## G. Research Methodology

By using Cochran sampling formula 287 questionnaires will be distributed. Linear regression test will be done to understand the effectiveness of one variable on another however, correlation analysis will be used to understand the relationship of these two variables. The reliant on mutable in this research is operative act and the self-regulating flexible is the impulse features. Ensuing is the examination outline:

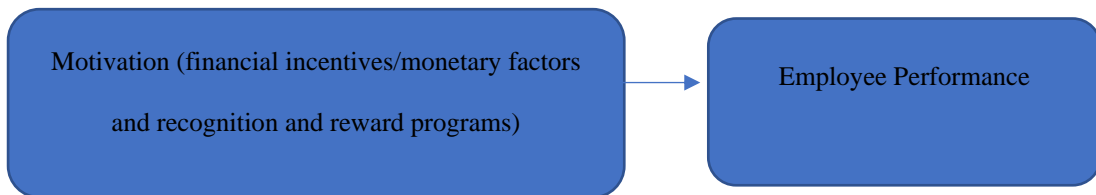


Figure 1 The Examination Outline

## H. Instrument/Measurement

This will be a quantitative that will be based on survey data. The instrument that will be used in this study is a survey that was adopted from past study who had previously monitored the scale throughout multiple studies and will gather information regarding performance and motivation, as well as the development of employees that organizations provide, and it will seek to find the perceptions about psychological empowerment in Afghanistan. Herat, Afghanistan's industrial sector, will be studied. Both descriptive statistical analysis and inferential statistical analysis will be used to examine the data. Pearson's product-moment correlation coefficient (PPMCC) and spear correlation will be used to calculate the correlation between the variables based on the 5-point Likert scaled data and Logistic Regression will be used to produce the regression between the variables. Following are the references for the questionnaire that will be used in this research:

- Aguinis, H.; Aguinis, H.; Aguinis, H. (2012). Performance Management is a term that is used to describe the process of evaluating an individual's performance (Second ed.). Prentice Hall, Upper Saddle River, New Jersey.
- Allen, R., and Helms, M., eds (2011). The Relationship Between Reward Practices and Organizational Performance Compensation Benefits Review, Vol. 33, No. 4, pp. 74-80, 2004.

The following authors contributed to this work: Baron (H), Henley (S), McGibbon (A), and McCarthy (T) (2012). Manual and user's guide for the Motivation Questionnaire. Saville and Holdsworth Limited is based in Sussex, New Jersey.

## **II. LITERATURE REVIEW**

### **A. Introduction**

The goal of this chapter is to provide a comprehensive overview of the relevant theoretical and empirical literature. This research utilizes the Nairobi-based Pam Golding Properties Limited as a case study to evaluate the effects of extrinsic incentives on employee performance. Inspiring goal-setting, financial incentives, and recognition and reward systems all have a significant impact on employee performance, which will be covered in further depth later in this section.

### **B. Motivation and Performance Definitions and Concepts at a Basic Level Inspiration**

In the literature of psychology, business, and allied social sciences, this section includes general notions and essential principles of motivation.

### **C. Motivation: The Definition and Components**

The Latin source of the word "motivation" means "to move," hence motivation research is really "activity research." The link between ideas, values, aims, and action is more prominent in modern motivation theories. Expectancy, engagement motives, egalitarianism, and other intellectual traditions<sup>1</sup> have all inspired motivation theories (Saage, 1992).

Motivation is defined as the ability to modify one's conduct. It is a drive to act that stems from the fact that human conduct is directed toward a certain goal (Yilmaz, 2007). Intrinsic (internal) motivation comes from inside and is based on personal interests, objectives, and a desire to be satisfied (Kitabevi, 1994). On the other hand, extrinsic (external) variables like as awards, praises, and promotions have an influence on motivation. Daft defines motivation as "the forces that create enthusiasm and perseverance to follow a specific route of action, either inside or outside of a person (Brace, 1997). Employees who are dedicated to the company's

objectives outperform those who aren't. Individuals who are intrinsically rewarded for their work accomplishments are happy in their jobs and have high self-esteem. As a consequence, one of the most crucial aspects of management is aiding workers in making their employment more pleasurable and rewarding, as well as ensuring that employee motivation is matched with business goals. Given the variety of today's organizations, this is a difficult endeavor. For example, cultural factors have an effect on what people value and find gratifying. Managers need to know what inspires individuals, what drives them, and why they continue to do certain things. Four key concepts must be understood in order to comprehend motivation (Wiley, 1985):

- People have motivations for whatever they do;
- Whatever objective they select, it must be something they feel is beneficial to them;
- The goal must be regarded as reachable;

The employee's perceptions of attainability and success may be influenced by the setting in which the job is conducted. Frederick Taylor sought to enhance productivity in labor conditions, which were critical in those days of the emerging Industrial Revolution, when management was first examined scientifically around the beginning of the twentieth century. Taylor devised cost-cutting methods and reward schemes. When employees were paid extra for reaching a criterion that was greater than their usual output, productivity skyrocketed. As a result, workers appeared to be motivated by money. Social concerns including human conduct were not yet recognized at this point in history. Soon after, a more humanistic orientation emerged, which has influenced management ever since.

Elton Mayo and several Harvard University researchers researched productivity at a Western Electric facility in Hawthorne, Illinois, in the late 1920s and early 1930s. They looked at how weariness, layout, warmth, and lighting affected productivity. When the light level was raised, employee productivity improved; however, when the illumination level was lowered, the same impact was seen. The researchers came to the conclusion that the degree of attention given to workers had a greater impact on their productivity than the surroundings. The Hawthorne effect refers to the concept that paying attention to employees might boost their performance. As a consequence of this study, it became clear that workers should be treated with respect.



As a result, the human relations movement emerged, which was characterized by a shift in management thinking and practice that saw higher worker productivity as a result of addressing workers' basic needs. Long after the incident, it was found that the personnel of the Hawthorne experimental group had received a salary boost; as a consequence, money was almost certainly a motivating factor, even if it wasn't acknowledged at the time.

Motivational meanings are becoming more common in psychology textbooks. These definitions are based on the generally accepted concept that motivation is an internal state or condition (also known as a need, want, or desire) that aids in the activation or energization of action as well as activity direction.

The presence of a strong want that drives and guides goal-oriented conduct the degree to which an individual's needs and desires are met and fulfilled the intensity and direction of behavior are impacted by one's own needs and desires

Eighth, there are three other components to take into consideration, according to Franken's definition: arousal, direction, and persistency of activity. The fact that the components that evoke action are not necessarily the same as the components that allow it to persist is being more recognized by academics.

All learned reactions must be carried out, according to most motivational theorists; in other words, a taught action will not be carried out without adequate energy being provided. Among psychologists, the subject of whether motivation has a main or secondary influence on behavior is often discussed. Is it more suitable to use motivational conceptions to explain environmental/ecological consequences, perception, memory, cognitive growth, emotion, explanatory style, or personality principles, or is it more appropriate to use behavioral modifications to describe these phenomena? Individuals' reactions to increasingly complicated events (or stimuli) in their environment will advance to a degree before devolving into more primitive responses. The general public and scientific community are familiar with and recognize this inverted U-shaped behavior curve.

## D. Motivation Process

Individual requirements are at the basis of the motivation process. When a person has a desire, he or she wants to be met; as a result, the individual is stimulated by a pushing cause. Individuals are driven by both internal and external factors, with the purpose of meeting their requirements.

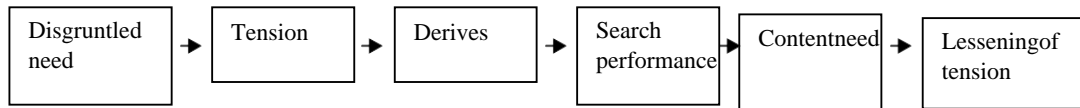


Figure 2 The Motivation Process

## E. Motivation Theories

There are several motivation theories, all of which differ in terms of their roots. However, they all have one thing in common: they propose extremely fundamental business incentive tactics.

## F. Maslow's Theory of Need Hierarchy

In 1954, Abraham Maslow set out to compile a comprehensive collection of human motivation research into a single volume. Psychologists have previously considered biology, success, and power as separate components when seeking to explain what energizes, motivates, and maintains human activity prior to Maslow's contributions. On the basis of inadequacy and progress, Maslow developed his hierarchy of human needs. Before moving on to the next higher level of deficit criteria, each lower level of deficit criterion must be resolved. If a shortfall is detected after all of these conditions have been completed, the individual will take the necessary steps to fix the problem.

- Physiological: hunger, thirst, and other bodily comforts, for example.
- Belongings and affection bond with others, be welcomed; • Safety/security: out of danger
- These are the first four layers to accomplish, be competent, get praise, and recognition, one must have self-esteem.

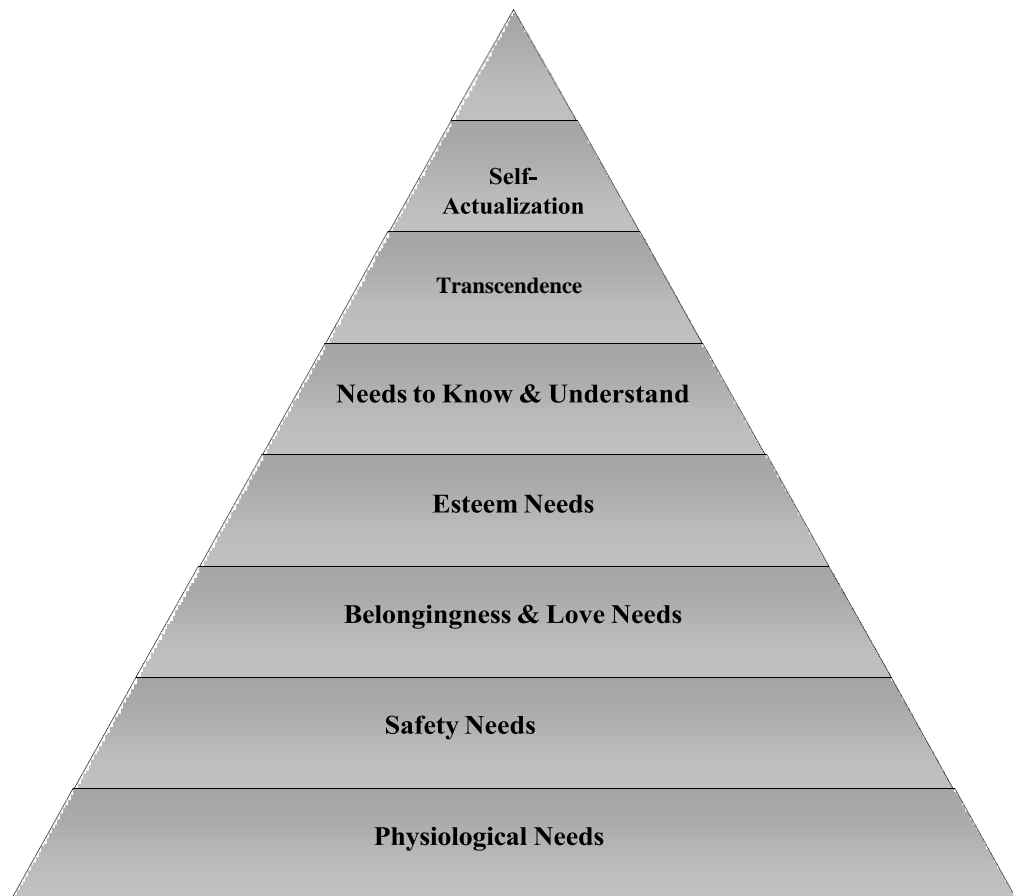


Figure 3 Maslow's Hierarchy of Needs

**Source:** Maslow & Lowery, 1998.

Only until a person's deficiency requirements are fulfilled, according to Maslow, is he or she ready to act on their development needs. Maslow's original notion contained just one need for growth: self-actualization. Problem-solving is a trait of self-actualized persons, as is combining a continual cleanness of enjoyment of lifecycle.

iii) anxiety about personal growth; and iv) the possibility of experiencing peak moments.

Maslow also distinguished the growth requirements for self-actualization, stating that there are two lower-level improvement requires prior to that same general dose of self and one higher-level progress need beyond that level (Maslow, 1971). The specifics are as follows:

Cognitive: to be aware of, comprehend, and investigate;

The study of symmetry, order, and beauty is known as aesthetics.

It is the process of obtaining self-fulfillment and realizing one's full potential that is referred to as self-actualization.

- Self-transcendence: connecting with something greater than one's own ego or assisting others in realizing their full potential and achieving self-fulfillment are examples of this.

Maslow's main thesis is that as a person advances through the phases of self-actualization and self-transcendent growth, they get wiser (gain knowledge) and instinctively know what to do in a variety of situations. According to Daniels, one of Maslow's most important contributions to the study of human behavior and motivation is his conclusion that the highest degrees of self-actualization are transcendent in origin.

Maslow's hierarchy of requirements, according to Norwood, may be used to assess the kind of information individuals desire at various phases of their life. Those who are seeking for basic coping skills, for example, are looking for solutions to meet their basic needs. Information that isn't directly relevant to helping someone accomplish their needs in a short amount of time is simply ignored. Individuals who need assistance are placed at the safety level. They are looking for advice in understanding how to be safe and secure in their environment. Individuals who are looking to satisfy their desire for belonging seek for knowledge that will help them to do so. People who have high self-esteem look for knowledge that will help them to feel better about themselves. They're on the lookout for knowledge on how to build their own ego. Final point: persons who are looking for instructional information are at different stages of cognitive, aesthetic, and self-actualization development. However, although Norwood did not define the degree of transcendence, it is presumed that those at this level would be interested in learning how to connect with something greater than themselves or how to edify others.

Despite the fact that only a little amount of helpful study has been done on the hierarchy so far, the findings are likely to corroborate William James and Mathes' theories that there are three sorts of human wants. The material (physiological, safety), social (belongingness, respect), and spiritual stages of life were recognized by James. The most fundamental level of life is the material stage. He claims that at this stage in the process, feelings of security and self-esteem are superfluous, and that

the three phases are physiological, belongings, and self-actualization. Alderfer offered a hierarchy that was similar to the one he articulated in his ERG (existence, relatedness, and growth) theory (Alderfer, 1972), which he created. He adapted Maslow's vision to match his own objectives, following the work of Gordon (Allport, 1960), who combined elements from systems theory into his study of personality.

Table 1 A Reorganization of Maslow's and Alderfer's Hierarchies

Level	Introversion	Extroversion
Growth	Realization of one's potential (development of competencies [knowledge, attitudes, and skills] and character)	Transcendence (helping others develop their abilities and character; interactions with the unknown, unknowable)
Other (Relatedness)	Significant others, personal affiliation with the group (Belongingness)	The worth of an individual to a group (Esteem)
Self (Existence)	Physiological and biochemical (including basic emotional needs)	Connectivity and safety

Source: Norwood, 1999.

People don't agree on how to identify the most important things that people need and how to put them in order. Ryan and Deci, for example, say that they have three needs: autonomy, competence, and relatedness (Ryan, 2004), albeit these are not necessarily ordered hierarchically. The most crucial needs for children, according to Thompson, Grace, and Cohen, are connection, recognition, and power. According to Nohria, Lawrence, and Wilson, a sociobiology theory of motivation, humans have four main desires. I gain goods and experiences; ii) form long-term, mutually loving and committed relationships with people; iii) learn about the world and ourselves; and iv) protect ourselves, our loved ones, beliefs, and resources from damage (Nohria, & Wilson, 2001). According to the Institute for Management Excellence, security, adventure, freedom, commerce, power, growth, acceptance, community, and expression are nine basic human ambitions.

## **G. Model X and Model Y**

Both theory X and theory Y have assumptions in this theory:

- Theoretical X assumptions: People are naturally opposed to labor; they must be coerced or coerced into working in order to accomplish goals; they prefer to be directed.
- Assumptions of Theory Y: People will view work as natural as leisure and relaxation; people will exercise self-direction and control in order to accomplish critical goals; people will develop an appreciation for and desire for responsibility.

## **H. ERG Theory**

Clayton Alderfer's work was based on Maslow's hierarchical structure. He identified three different types of needs and said that switching between them isn't always simple. A person may regress to a lower-order need if a higher-order need is not supplied. The ERG (Existence Relatedness Growth) hypothesis categories are as follows:

Existential requirements: Needs for physical well-being and relatedness: Needs for fulfilling interpersonal connections and for personal growth: The urge for personal growth and increased skill as human potential develops (Daft, 1997).

## **I. Equity Theory**

Individuals's opinions of how fairly they are treated in compared to other people in a particular scenario are the basis for the equity hypothesis. When J. Stacy Adams saw that individuals believe their wages are identical to those of others doing similar labor, he came up with the notion of equity. We can establish whether something is fair by comparing and contrasting inputs (such as education, experience, effort, and talent) with outputs (such as income) (such as pay, recognition, benefits, and promotion). When the ratio is out of balance, inequity occurs. When it comes to creating pay and incentive systems, inequitable remuneration may produce an unpleasant scenario. Individuals would wish to reduce perceived unfairness by participating in the following actions, according to Daft:

Changes in inputs may be made by increasing or reducing effort, for example.

- Change outcomes include requesting an increase in wages or improved working circumstances.
- When individuals are unable to modify their inputs or results, perceptions are warped; one example is purposely exaggerating the worth of awards.
- Individuals may decide to quit their occupations rather than continue to be subjected to what they perceive is unjust treatment.

Managers must ensure that incentives are fair when implementing pay and incentive programs; if programs are not seen as equal, they will not improve employee engagement. People are driven by "inequity," according to Adam's equity theory. That is, a person compares the amount of effort they put into their occupations and the compensation they get to others who perform the same or comparable tasks. For example, a person who works really hard in a job may see that a colleague who does not put in nearly as much effort receives the same compensation, status, and advancement. This might act as a demotivator, prompting the person to quit working as hard. Positive motivators, on the other hand, come when a person feels they are being rewarded for their efforts because they are earning more than others in the same job (Adams, 1965). Acts of inequity, on the other hand, obstruct performance outcomes, and quality falls as a consequence. Workplace behavior that lowers motivation or performance detracts from good results, and perfection in outputs cannot be anticipated (Weller, 1995).

## **J. Expectancy Theory**

The expectation hypothesis was invented thru Conqueror Vroom, and it states that people's expectations about their capacity to achieve something influence their success. As a result, this approach is focused on individual cognition/thought processes (Tastan, 2007).

It is based on an individual's effort and performance, and how much they like high-performance results. The term valence refers to the value or liking for a certain result. People will question themselves if they can achieve a goal, how important the objective is to them (both now and in the future), and what course of action would bring the highest reward to assess valence. The likelihood of a person getting the

desired result is critical to success, and many variables impact this (Daft, 1997).

The expectation theory may be used to incentive programs that specify desired outcomes and provide all employees an equal chance to earn rewards like stock ownership or other types of recognition.

Expectations are forecasts about how well someone will perform on certain tasks or activities, while values are motives or reasons for doing so. The first examines people's views of competence and expectations for success. Another focus was on the motives that motivate individuals to engage in different activities; these theories included concepts such as achievement values, intrinsic and extrinsic motivation, interests, and goals. The third combines the concepts of value and anticipation. The fourth link connects motivational and cognitive processes.

#### **K. Hygiene Factors Theory**

Frederick Herzberg, a Case Western Reserve University psychology professor, looked at people's views toward their jobs. A person's desire to avoid deprivation, according to Herzberg, will inspire them to act. However, since there is no feeling of progress, this desire does not bring positive fulfillment. Positive work attitudes were linked to a sense of psychological improvement, according to Herzberg's findings. People labor for two reasons, according to him: financial motives to prevent physical deprivation, and success because it provides enjoyment and meaning (Herzberg, 1974).

Furthermore, Herzberg coined the term "job enrichment," which refers to the process of changing a job's tasks to give more development and challenge<sup>30</sup>. Two sorts of factors are included in his motivation-hygiene hypothesis:

The favorable feelings that come with psychological progress serve as motivation. People will be motivated and satisfied if they have a sense of duty, accomplishment, acknowledgment, and the opportunity to learn and develop. The absence of these items will not immediately demotivate or make you unhappy.

Hygiene stems from a desire to avoid deprivation and the resulting bodily and emotional suffering. Willingness to supervise, a nice working environment, interpersonal connections with peers, subordinates, and superiors, as well as position, job security, and money, are all parts of hygiene. These traits do not inspire, and



having them at work will not make you happy. Their absence, on the other side, will induce dissatisfaction.

Despite its view as a hygienic component, money has an indirect influence on motivation as a metric of progress and evolution or an indication of success.

## L. Goal Setting Theory

Individual objectives theory stresses the need of setting clear and consistent goals for managers and workers. Setting individual objectives, according to this theory, has a positive influence on motivation. Values and judgements are notions that individuals want to accomplish and retain, according to Locke's motivation model. These ideas are interpreted by people based on their emotions and wants. Rather than imprecise tasks, specific and forceful objectives assist in achieving them more rapidly. Because the objective direction is so clear, it reduces any misunderstandings in the employees' jobs. Employees are encouraged to perform better and put up maximum effort when the goals to be fulfilled are established at a higher level, according to the goal setting hypothesis. It is based on the notion of "Self-efficacy," or a person's conviction in his or her own capacity to perform a difficult activity.

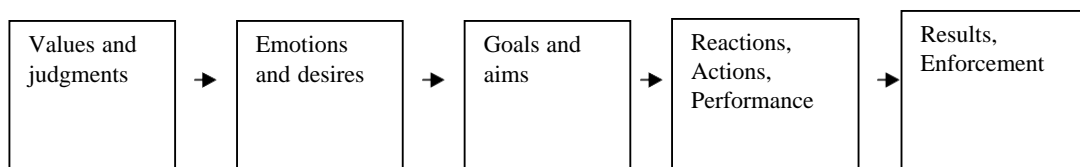


Figure 4 Locke's Goal-Setting Theory

Source: Luthans, 1992.

## M. Job Characteristics Theory

As a three-stage model created by Hackman and Oldham in 1976, the Job Characteristics Theory posits that a set of core job characteristics has an effect on a number of essential psychological states, which in turn has an impact on a variety of emotional and motivational outcomes in the workplace.

Hackman and Oldham's Job Characteristics Model enables a match between an individual and a position in the company, similar to how the STS method facilitates a match between a person and a job. In contrast to the Growth Need Strength, which is

based on the person's motivational preferences such as the need for more content or the desire for advancement, the Motivating Potential Score is based on the work's motivating factors such as skill or task diversity, autonomy, or job relevance, and is based on the person's motivational preferences.

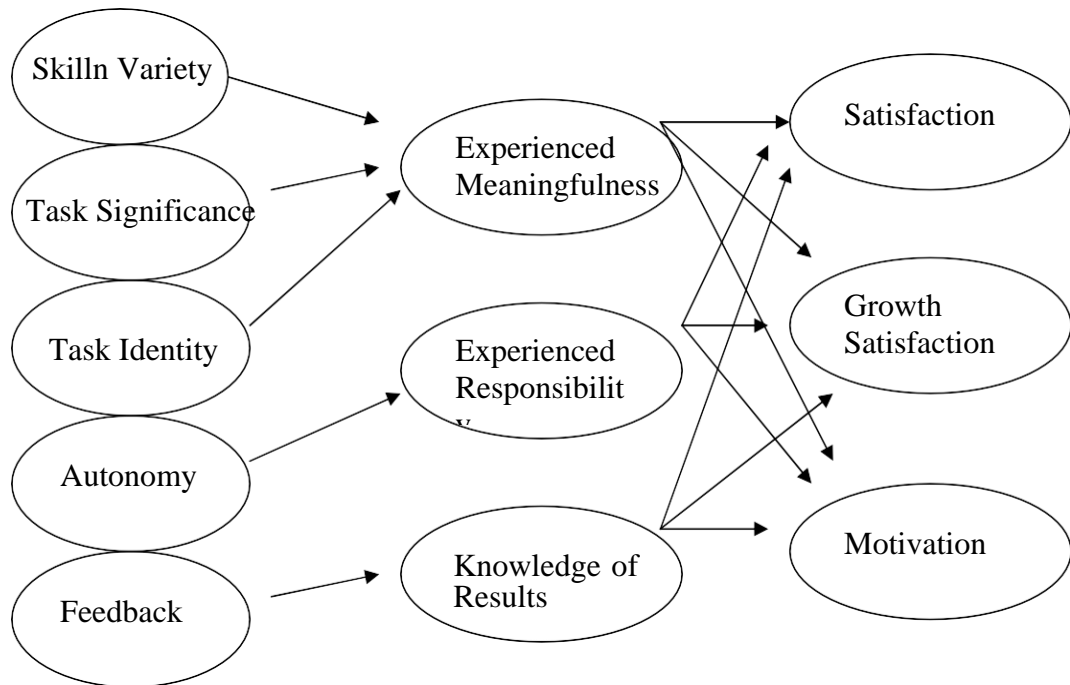


Figure 5 Hackman and Oldham's Job Characteristics Model (1976)

Source: Behson, Eddy, & Lorenzet, 2000.

## N. Reinforcement Theory

Based on the premise that learning takes place as a consequence of overt behavior modification, B.F. Skinner developed the reinforcement theory, which is still in use today. Individuals' responses to environmental events result in alterations in their behavior (stimuli). Whenever a response takes place, such as the definition of a term, the hitting of a ball, or the solution of a mathematical problem, a result is produced. After being exposed to a certain Stimulus-Response (S-R) pattern many times, the individual becomes conditioned to respond in that manner (rewarded).

Opportunistic conditioning varies from previous types of behaviorism in that it allows the organism to emit reactions rather than only create them in response to external stimuli.

The S-R theory of Skinner is strongly reliant on reinforcement to work successfully. Something that helps to the reinforcement of the anticipated reaction is

referred to as a reinforcer.... It might be a compliment, a high grade, or a sense of accomplishment or happiness, among other things. Negative reinforcers, or any stimulus that causes an increase in the frequency of a response when it is removed, are also included in the idea (different from aversive stimuli like punishment, which result in reduced responses). Several studies have been conducted to see how different incentive schedules affect the formation and maintenance of behavior (e.g., interval versus ratio).

Skinner's theory was unique in that it tried to explain a broad variety of cognitive events using behavioral explanations. Skinner, for example, used deprivation and reinforcement regimens to better understand motivation. Skinner tried to include verbal learning and language into the operant conditioning paradigm, but linguists and psycholinguists opposed strongly<sup>31</sup>. The notions of free will and social control are of importance to Skinner.

## **O. Motivational Factors**

In motivation research, the terms extrinsic and intrinsic motivation have been distinguished. Intrinsic motivation is a kind of motivation that is motivated by need satisfaction that is impacted by factors outside of the individual, such as monetary incentives (Frey, 1997). Extrinsic motivation is the only source of data utilized by agency theorists to determine how much effort an agent needs to put in. They disregard the likelihood that the incentive contract may affect intrinsic motivation in this way. When intrinsic motivation is present, it is difficult to reconcile internal motivation with agency theory. Workers are ready to undertake a work only for the sake of doing it (Calder et al, 1975), and some occupations will be completed without monetary compensation if intrinsic motivation is present. This is in direct opposition to traditional economic assumptions like self-interested actors and labor disutility. Even the authors of agency theory have emphasized the psychological impacts of incentive compensation on action, despite the fact that intrinsic motivation is ineffectual for their aims (Frey, 1997; Jensen, 1994). Deci's finding of a connection between external incentives and inner motivation led to the cognitive assessment theory, which brought both research streams together. He argues that external interventions such as monetary incentives may have both a controlling and an informative effect on individuals. When it comes to intrinsic motivation, on the

other hand, these two factors have the opposite impact. On the one hand, the controlling component heightens the feeling of being under pressure from outside forces, resulting in a negative influence on intrinsic motivation (E.I.Deci, 1975). On the other hand, the informative component might alter perceived competence and improve feelings of control, resulting in a favorable relationship between the intervention and intrinsic motivation (Eisenberger, 1999).

According to Frey, the crowding theory distinguishes between two types of possible consequences of external interventions on the degree of internal motivation: one that is positive and one that is negative. A close relationship exists between the crowding hypothesis and this cognitive assessment theory. When agents consider an exterior intrusion to be monitoring, their intrinsic drive decreases, a phenomenon known as crowding-out. When an agent considers an external intervention as enlightening or supportive, her intrinsic motivation is likely to rise, a phenomenon known as crowding-in<sup>41</sup>. As a result, the long-term impact of external intervention on motivation remains unknown. Psychological contracts have an impact (Osterloh, 2000), has been shown in the social psychology literature to be another relationship between external interventions and motivation. A variety of linkages and relationships between the actors and the principle are projected to alter the degree of motivation. The sense of a contract's fairness, for example, is a crucial component of psychological contracts. According to reciprocity theory, agents want fairness in their trade interactions with the principle. The extent of the excess taken by the principal may be used to quantify this justice. The motivation of an agent is supposed to be founded, at least in part, on her sense of justice. Traditional agency theory, which focuses on the agent's rationality, is unable to handle this form of agent-principal interaction (Fehr, 2000).

The activity is a source of pleasure in the first example, offering a pleasurable experience. Skiing, performing music, or reading a good book are just a few examples. In each case, enjoyment is obtained from the action rather than the outcome; for example, pleasure is derived from reading the book rather than reaching the last page. Both the final objective and the activity are critical. In the second case, it's about meeting standards for the sake of meeting them. These might include ethical norms that one feels obligated to follow, such as professional rules of conduct or a commitment to nonviolence. Standards of justice and team spirit are especially

essential in enterprises. According to empirical research, employee productivity reduces when they perceive that material or procedural fairness is not being upheld, and they are even willing to sacrifice personal benefit in order to fix the problem. The achievement of a personal goal, no matter how difficult it may be, is the third form of intrinsic drive. Examples of such goals include writing an exam paper or climbing a mountain. Climbing is a sport that individuals either like or loathe depending on their own preferences. Despite this, many people spend a considerable portion of their wages to their interest in order to experience the satisfaction of reaching the summit<sup>45</sup>.

To meet indirect or instrumental needs, extrinsic incentive is used. Money, for example, is virtually always utilized to accomplish a goal, such as paying for a vacation or purchasing a vehicle, rather than serving as a means to an end. Extrinsic motivation in the workplace is driven by the desire to actively meet one's non-work-related desires. A job, in this perspective, is nothing more than a vehicle for meeting one's basic necessities via the money it provides.

## **P. The Reason for the Need for Business Motivation**

Businesses depend on employee motivation for a variety of reasons. Because there are two types of motivation, this section examines both internal and external sources of motivation.

It has been shown that intrinsic motivation is associated with firm-specific pool resources, multitasking, ambiguous tasking, the transfer of tacit knowledge and innovation (Frey, 2002), as well as with creativity and innovation.

Resources particular to each company are pooled: Whenever a firm goes public, all of the company's workers are involved in the process, which has repercussions for other employees, even if the consequences cannot be traced back to a single individual. Excellent reputation, a distinct corporate culture, strong customer and supplier relationships, and acquired expertise are all examples of what we mean by excellence in business. Common goods or pool resources are defined as common products or pool resources that are distinctive to a certain business. Every employee benefits from these firm-specific resources, regardless of whether or not he or she has made a contribution to them. Employees that are just concerned with creating

money for themselves will not make voluntary contributions. "Free-riding" is a concern at that stage in the process. A resource pool would only be formed in these circumstances if a line manager working in a command and control role was present. Building intangible resources, on the other hand, is more challenging with this kind of command and control. As a consequence, in the future, only the most motivated workers will be able to contribute to the firm's pool of specialized resources.

**Multi-tasking:** The concept of "multi-tasking" alludes to the problem of firm-specific pool resources, which will be discussed in more depth later. If a company pays its workers based on measurable goals like revenue and customer happiness, but the goals vary in terms of how easily they can be tracked, the company is considered to be in the wrong (for example, sales may be quantified),

Extrinsically driven employees will focus on areas where they can be evaluated the most effectively, such as customer satisfaction, which can be measured more quickly and clearly. Activities that are difficult to measure will be skipped over. Respect for colleagues, discretion, initiative, and cooperation are just a few of the important components of professional life highlighted. Employee intrinsic motivation becomes more important as the work grows more diversified and difficult.

Line managers are unable to create clear and measurable objectives for their employees due to fuzzy tasking. Employees are expected to participate in the goal-setting process. Employees who are paid according to clear, realistic criteria are less prone to make system improvements that are less clearly quantifiable. Students, according to research, will pick tasks that will challenge them. People will select simple and quantifiable difficulties to enhance their odds of earning a reward if a monetary incentive is offered<sup>48</sup>. As a result, we have a mediocre target-setting system that is devoid of innovation. At the end of the day, new ideas cannot be assessed by old standards.

**Tacit knowledge transmission:** Some components of a company's resources are not written down or transmitted via symbols. In this aspect, the contrast between explicit and tacit knowledge is critical. Explicit knowledge is information that has been codified and can be communicated via language or symbols. It is simple to oversee the transmission of such information. However, since many things are considered but few are spoken openly, only a tiny part of knowledge is explicit. The metaphor of an iceberg is used to describe explicit knowledge in terms of total

knowledge. Tacit knowledge makes up a larger chunk of the iceberg. Because it is not made up of conscious patterns or information, this knowledge cannot be codified. Using the carrot or the stick to secure the transmission of tacit information is significantly more difficult than ensuring the transfer of explicit knowledge. This is because tacit information is seldom marketable, and its impact on economic success is often ambiguous. As a result, the transfer of tacit information is highly reliant on the intrinsic motivation of the personnel involved. New knowledge can only be formed via the combination of implicit and tacit information. In today's corporate environment, the ability to produce fresh knowledge is the single most important strategic competitive advantage. As a result, intrinsic motivation among employees is seen as a valuable strategic resource.

Innovation and creativity: For innovative and imaginative behaviors, inner drive is essential. Extrinsic motivation stifles and hinders learning. Experiments reveal that supervision affects conceptual understanding and speed. When under the strain of a reward-based system, it is preferable to put out a less rigorous learning effort. The amount of work has grown. Therefore, highly motivated individuals are more likely to stick with the tried and proven approach. Moreover, if external conditions hinder workers from doing a job that they consider to be more difficult, they will get exhausted. Extrinsic motivation is essential in the same way that intrinsic motivation is. Several things contribute to its significance:

It's tough to find the "correct" intrinsic motivation: Motivation should not be seen as a goal in and of itself, but rather as a means to achieve the firm's goals. The goal is to assure a coordinated staff effort in line with company goals, rather than to inspire intrinsic drive, such as the urge to browse the internet or take up climbing. If this is not accomplished, the company's goals will be jeopardized. The firm with the most suppleness is the one that does not try to convince its members. The pricing impact is the cause behind this.

This is particularly true for activities that lack intrinsic drive. The delivery of a reward for repetitive effort, according to empirical study, does not make a job more fascinating, but it does boost employee pleasure.

Core inspiration can have amoral or undesirable consequences: Intrinsic drive can be immoral or even harmful. In the past, the most heinous crimes against humanity have been organically driven. Professional troops and mercenaries, on the

other hand, may show more sympathy for prisoners of war due to extrinsic motivation.

To modulate emotions, extrinsic incentive may be used. When employees have financial interests that are comparable, they may be able to keep unnecessary emotional turmoil at bay inside a firm. Employees' non-work-related aspirations, such as the acquisition of a pricey hobby, may be satisfied via emotional confrontation with their superiors. This phenomena has a long and illustrious history, which may be found here.

The combination of self-determination with a sense of competence, which leads in a positive "pleasant floe experience," may lead to persons taking on unexpected and apparently difficult activities at first, with a reward as the motivating factor. As a person gains experience, he or she generates new intrinsic motivation. The "hidden advantages of inadequate pay" are diametrically opposed to the "hidden costs of remuneration." These, on the other hand, lack symmetry. Employee morale is significantly simpler to destroy than it is to instill. As a consequence, determining where to draw the line to avoid generating intrinsic drive just to have it undercut by inappropriate incentives is challenging. This requires the use of a "unique educational ability" (Heckhausen, 1989).

#### **Q. Motivation Strategies: Motivation Driving Tools**

Business motivation tactics differ depending on the kind of employment and the employee's position. Economic remuneration, incentives, and bonuses, for example, are some of the most common motivational methods utilized in the corporate world. A lot of factors may contribute to successful job performance. Two persons performing comparable professions may be successful, but their motivations are totally different. For example, one salesman may be driven by sales commissions, whereas another may be more concerned with hitting sales objectives, whether for personal pleasure or to impress the boss (Arnold, 2004).

In the context of cash payment, basic salary refers to a predetermined monetary component whose amount is determined by the position held and the nature of the work



performed inside the organization. It also includes additional advantages such as performance-based pay, the amount of which is determined by the specific performance of each employee, as well as other compensation options. Dealers and other frontline employees may easily earn more than ten times their yearly basic income when the economy is booming, according to performance-based remuneration. Employees in support jobs may have their fixed salaries grow by a factor of two as a result of incentive programs. When it comes to banking, for example, it seems that the pay for performance concept only works in one direction: enormous profits result in large incentives for the staff. Similarly, if profits are not as strong the next year, workers will deny the relationship between profitability and incentive payouts. Unaffected by changes in the economic environment, bonus payments will continue to be viewed as a fixed income component in the future. Aside from that, some organizations provide long-term performance-related prizes as part of a retention program to encourage employees to stay. Consequently, the link between their actions and employee performance is mostly indirect in most cases. The capacity of management to adjust incentive levels on the fly in a labor market when demand exceeds supply is severely restricted. It is possible to motivate workers via the use of long-term monetary rewards, on the other hand. In order to create long-term employee ties, many organizations use deduction plans to raise workers' financial barriers to leaving the company. Employees who want to leave the company are less likely to do so if the financial barriers are higher. Stock options are also offered to management and so-called high potentials, such as exceptionally highly skilled employees in the frontline business, who are compensated depending on the success of the company. Fixed pay, as contrast to variable compensation, does not incentivize labor and is only intended to help employers retain and choose people. Having said that, totally set pay that is unconnected to performance is very rare; for example, the threat of being fired encourages people to perform well. Fixed compensation is separated into two categories: primary compensation and secondary compensation. Primary compensation is the most common kind of compensation. Employees are most often compensated with money, which is the most prevalent source of pay. A corporate car, a mobile phone, and pension benefits are all seen as secondary considerations after the monetary factors. During this investigation, we will only be discussing monetary payments. In addition to incentive remuneration, we will examine how career concerns might be used as incentives in the workplace. The fact that promotions are often associated with greater monetary and non-monetary benefits means

that promotions have a positive motivational impact in addition to strengthening the fit between the person and the job. Another advantage of changing jobs is the opportunity to take on new duties that may increase intrinsic motivation. Additionally, rising in the organizational hierarchy increases the employee's self-esteem. Since employee performance is connected to motivation, the numerous components that make up the remuneration system have an influence on effort and other motivational indicators as a consequence (i.e. performance assessment and evaluation, monetary pay, and career considerations).

Another way to increasing productivity and efficiency is psycho-sociological motivation which is a combination of factors (Sarihan, 2007). Psychoanalytic sociology is required in order to address the unconscious mechanisms that drive motivation, perception, and the human imagination, among other things. According to Habermas, liberty requires an understanding of the basic mechanisms that underpin human awareness and motivation. It is believed that a corporation is a social organism in which people join in order to benefit from the firm's incentives and to meet other needs via interactions with others inside the company. Extrinsic variables, such as financial incentives, are seen as driving the person, but internal elements, such as learning, professional advancement, a sense of success, and so on, are also regarded as motivating the individual. The ultimate goals of the organization in terms of psycho-sociological elements are twofold: efficiency and attractiveness, which are mutually exclusive. The company is on high alert because it does not want any of its highly valued and productive workers to be lost to the competition. Because of this, the organization fosters a feeling of belonging among its personnel. Work-family policies are in place to assist firms in attracting and retaining workers by providing them with more favorable working circumstances. Because these forms of motivation need tranquil and safe environments, which can only be provided by family relationships (Chinchilla, 2007), these variables also contribute to organizational and managerial motivation, as well as communicational motivation, in addition to individual motivation.

Increased motivation may be achieved by providing managers with appropriate knowledge about the ramifications of their actions on other people. In this poll, no business was found to have workers who did not believe that the way departments communicate, cooperate, and work together might be improved. There is a lot of peer pressure at work when information is publicly accessible, and two or more persons

jogging together will go faster than if they were running alone or completely unaware to the other runners' pace. As a result of communicating information, subordinates compete against one another (Olajide, 2000).

In every business, regardless of how automated the operations are, good productivity is dependent on the degree of motivation and effectiveness shown by the organization's employees. In order to sustain staff morale and productivity, it is necessary to take a systematic approach to people development. In order for the library organization to function properly, a complete training program is required. As a result of the introduction of new equipment and work techniques, the librarian or information worker will have additional options for self-improvement and advancement in their field of competence. Some of the benefits of training include the following:

- The use of cross training is also an excellent strategy for increasing staff productivity. Some of the advantages of cross training include the following:
  - Alleviates disagreements
  - Animosity, and unhealthy competition
  - Prevents stagnation; provides opportunities for learning and professional growth
  - Revitalizes all departments; enhances awareness of the different departments and the hotel as a whole;
  - Leads to increased coordination and collaboration among all departments
  - Improves overall motivation
  - Eliminates disagreements, animosity, and unhealthy competition;

According to studies, giving workers with independence, knowledge, and financial assistance may improve the overall effectiveness of the firm and, as a result, employee motivation<sup>59</sup>. The majority of firms are still attempting to enhance their environments in order to<sup>60</sup>: improve employee retention, improve mental wellness, and increase productivity by enhancing employee commitment and engagement.

## **R. Goal-Setting**

The aim of an activity or profession that a person aspires to engage in or attain is referred to as the purpose of the activity or occupation in the context of that activity or

vocation (Locke & Latham, 2002). Setting objectives for workers is a common motivating tactic used in organizations to influence employees' work efforts and give a benchmark against which performance can be judged. Setting objectives for workers is a method of motivating employees and establishing a benchmark against which their performance may be judged (Lunenburg, 2011). The goal-setting theory of work motivation was created more than five decades ago in the area of industrial and organizational psychology, and it has since grown to become the most completely investigated, applied, and established theory of work motivation in the field (Buchanan, 2012).

Locke and Latham (2002; 2006) proposed a goal-setting hypothesis based on over 400 laboratory and field investigations over a 25-year span in the area of industrial/organizational psychology. Over 400 laboratory and field experiments were used to establish this concept in industrial/organizational psychology over a 25-year span. Goal setting is a cognitive theory of motivation that states that humans have wants that may be thought of as outcomes or goals that they attempt to achieve in order to feel motivated (Locke and Latham, 1990). Edward Locke is widely credited as the primary originator of the concept, which sprang from Kurt Lewin's seminal work on degrees of ambition in the 1960s and has subsequently expanded around the globe (Redmond, 2015). Kurt Lewin's explored "levels of ambition" in his early work, which became the foundation for goal-setting theory, the most studied and well-established theory of workplace motivation (Levy, 2013).

The goal-setting theory of motivation has contributed significantly to the development of a substantial body of empirical research on workplace motivation, and it is now the most extensively used paradigm in the area (Kurose, 2013). According to Lunenburg (2011), goal setting is the most important explanation for all major theories of job motivation. Vroom's VIE theory, Maslow's Hierarchy of Needs theory, Herzberg's motivation theory, and Bandura's social cognitive theory are all examples of this. According to the author, "goal setting is the most basic explanation for all major theories of job motivation." According to recent study, goal-setting is one of the most successful strategies to influence workplace behavior, particularly in the industrial industry (Skinner, 2010). The goal-setting theory provides a framework for investigating the relationships between motivation, behavior, and performance in a variety of contexts (Kurose, 2013). Goal setting is often seen by managers as a tool for improving and

sustaining performance in their firms (Dubrin, 2012).

According to Locke and Latham's goal-setting theory, a variety of factors must be considered while reaching one's objectives. Acceptance and commitment to a goal, as well as its specificity, difficulty, and feedback, are all examples of what it means to accept and commit to a goal (Redmond, 2015). According to goal-setting theory, workers must be motivated. This goal-setting philosophy suggests that goals should be explicit, comprehensive, achievable, and quantifiable to the greatest extent feasible whenever practicable (Riggio, 2014). A goal is simply something that a person wants to accomplish in their life (Lunenberg, 2011). A goal, according to Newstrom (2013), is "a target or objective for future performance that assists employees in focusing on items of greater importance to the organization, encourages better planning for the allocation of critical resources (such as money and time), demonstrates the value of consistent effort, and stimulates the development of goal achievement action plans." According to a goal-setting research, employees must be encouraged to commit to objectives. Goal-setting will be less enticing than it would be if they are not pushed to do so (Riggio, 2014). Employees who create their own objectives for themselves rather than having their bosses' set goals for them report better levels of motivation, according to the study (Gomez-Mejia, Balkin, & Cardy, 2015).

Acceptance of the aim and dedication to it.

Whether or whether you achieve your goals will be determined by your goal promise. When people are committed to their goals and stay focused on them, there is a significant link between their goals and their performance (Locke and Latham, 2002). Bipp and Kleingeld (2011) define goal commitment as a person's emotional connection to or determination to achieve a goal, as well as the cognitive, emotional, and behavioral factors that drive this attachment or desire.

Aspects of goal-setting processes are primarily behavioral in nature. According to Locke and Latham, objective commitment is the degree of determination put forth in order to attain a mutually agreed-upon goal (2002)

Acceptance of the goal is essential for success. The acceptance of a goal as the first step in increasing one's own sense of self-confidence is widely acknowledged (Locke & Latham, 2002). Setting objectives for members of an organization, for example, may not always result in their dedication to those goals, particularly if the aim is difficult to

achieve (Lunenberg, 2011). When achieving one's objectives is difficult, one's dedication becomes the more crucial (Locke & Latham, 2006). Because goal-setting cannot function if objectives are easily abandoned at the first hint of difficulties, goal commitment as a technique of moderating the goal-performance connection makes sense (Kurose, 2013). Making goal-setting simple for workers is a tried and true method of gaining employee approval and engagement. To put it another way, participation in the goal-setting process has been found to boost the chance of goal commitment (Lunenberg, 2011).

Two major aspects impact commitment to a goal: the goal's importance and one's belief in one's own ability to achieve it (Locke & Latham, 2002). Efficacy is described as one's belief in one's own capacity to achieve objectives, and it has previously been linked to greater goals and a higher degree of commitment to achieving them (Latham, 2007). Leaders can boost their subordinates' self-efficacy in three ways, according to Locke and Latham (2006): first, by providing adequate activities to improve mastery while also providing assistance in boosting; second, by role modeling or identifying characteristics with which the person can identify; and third, by persuasion that expresses self-confidence that the human can achieve those goals (Latham, 2007).

The factors that make it urgent to complete a goal, such as the predicted consequences of failing to do so, determine how important it is (Locke & Latham, 2002). Making a public commitment to a goal may drive one to work harder, presumably because it will elevate one's efforts in the eyes of oneself as well as those in one's immediate vicinity (Fried & Slowik, 2004).

### **1. The importance of the aim and the difficulty of the job**

The difficulty of the target or the intricacy of the activity serves as a second moderator in goal-setting situations. Goals that are specifically tough to achieve outperform do-your-best or basic goals, which serves as the cornerstone for the performance cycle of a high-performance organization (Bipp & Kleingeld, 2011). According to goal theory, motivation is generated from the accomplishment of a certain goal or outcome (Cole & Kelly, 2011). When creating objectives, make sure they are both hard enough to motivate great performance and fair enough to be

achieved (Latham, 2007) Increasing performance requires that a goal be both difficult and specialized, which is the most crucial thing to remember when it comes to improving performance (Lunenberg, 2011). When the complexity of a goal increases, performance improves, according to research by Kurose (2013), provided that the individual working on it is devoted to achieving it and has the capacity to do so.

For your team, establish objectives that are reachable, feasible, and challenging. Having objectives that are either too basic or too demanding has a detrimental influence on employee motivation and performance in the workplace, according to research (Redmond, 2015). The most effective means of achieving the highest levels of motivation and performance is to set moderately challenging targets (that is, goals that are halfway between easy and difficult) (Locke & Latham, 2002).

It is your goal promise that will determine whether or not you will attain your objectives. When individuals are dedicated to their objectives and remain focused on them, there is a considerable correlation between their goals and their performance (Locke & Latham, 2002). Goal commitment, according to Bipp and Kleingeld (2011), is described as a person's emotional attachment to or determination to attain a goal, as well as the cognitive, emotional, and behavioral components that drive this attachment or desire.

Goal-setting processes include aspects that are mostly behavioral in nature. The degree of resolve that is put out in order to achieve a mutually agreed-upon goal is defined as objective commitment, according to Locke and Latham (2002).

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It is decided how essential a goal is by the conditions that make it imperative to finish it, such as the expected repercussions of failing to do so (Locke & Latham, 2002). It is possible that making a public commitment to a goal can motivate one to work more, presumably because it will elevate one's efforts in one's own eyes, as well as in the eyes of others in his or her immediate environment (Fried & Slowik, 2004). The difficulty of the target or the intricacy of the activity serves as a second moderator in goal-setting situations. Goals that are specifically tough to achieve outperform do-your-best or basic goals, which serves as the cornerstone for the performance cycle of a high-performance organization (Bipp & Kleingeld, 2011). According to goal theory, motivation is generated from the accomplishment of a certain goal or outcome (Cole & Kelly, 2011). When creating objectives, make sure they are both hard enough to motivate great performance and fair enough to be achieved (Latham, 2007) Increasing performance requires that a goal be both difficult and specialized, which is the most crucial thing to remember when it comes to improving performance (Lunenber, 2011). When the complexity of a goal increases, performance improves, according to research by Kurose (2013), provided that the individual working on it is devoted to achieving it and has the capacity to do so.

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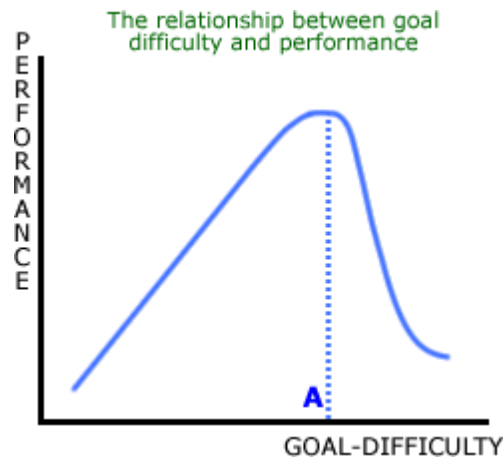


Figure 6 Relationship Between Goal Difficulty and Performance

Source: Redmond, 2015.

## S. Feedback

Finally, feedback is critical in determining the efficacy of goal-setting efforts. It is hard to gauge progress toward one's objectives without the availability of some sort of feedback in connection with goal pursuit, hence goal setting loses its effectiveness when no form of feedback is available (Kurose, 2013). Feedback assists workers in meeting their performance objectives and is necessary for the achievement of objectives and the maintenance of commitment (Redmond, 2015). The lack of feedback leaves individuals ignorant of their progress or regression, and assessing the degree of effort required to attain the objective becomes difficult without input (Sorrentino, 2006). When feedback is used to aid individuals and groups in achieving more challenging objectives, it is the most successful method (Locke & Latham, 2002).

There's no denying that certain forms of feedback are more useful than others, and the effect of feedback varies based on the qualities of the person getting it (Lunenburg, 2011). Positive feedback on individually wanted objectives increases motivation, but negative feedback on imposed goals diminishes motivation (Van-Dijk & Kluger, 2004). One of the most significant conclusions to emerge from workplace feedback research is that feedback is a crucial part of the goal-setting process, but its precise worth varies depending on feedback features, as well as

contextual and individual-level factors (Lunenburg, 2011). It is possible to improve a worker's job performance as well as his or her potential to be more distinctive and creative at work by providing feedback on goal achievement (Fincham & Rhodes, 2015).

### **1. Incentives in the form of money**

Amounts of money are the strongest motivators, and no other reward comes close to matching their effectiveness in persuading others (Locke & Latham, 1990). Individuals may be recruited, retained, and encouraged to perform at greater levels if they have access to sufficient funds (Stanley, 2012). Members of the workforce do not want to be compensated for their efforts, but they do expect to be repaid for the time they have spent on the job. Organizational productivity may be increased by encouraging workers via appropriate incentive and reward systems. This will surely motivate them to be proactive and have the appropriate attitude toward their jobs, which in turn will boost their overall productivity (Armstrong, 2007).

A financial incentive is described as "any enticement consisting of the payment of money and a reduction in the price paid for items or services, or any extension of credit," according to McChilloh (2001).

Employee engagement and loyalty are increased as a consequence of monetary incentives and awards. Employees stay with a firm because the benefits of working there outweigh the disadvantages of quitting (Saleem, 2011). Money is an exceptionally potent motivation since it is essential for economic survival and because people are afraid of losing their employment (Cole, 2000).

A manager's primary task is to guarantee that the company's commercial and strategic goals are met. Workers, who are a company's most valuable asset, must have a good attitude toward their bosses and managers in order for this to work (Banjoka, 1996). Firms go to great lengths to attract highly trained human resources in order to keep up with the speed at which they must accomplish their objectives. Firms must provide a better working environment, market-based remuneration, job security, and empowerment possibilities to their workers in order to attract and retain qualified human resources (Herzberg, 2009).

Although there are a variety of methods to reward salespeople, the three most common are: a set salary, a fixed commission, and a combination of salary and

commissions (or a combination of both) (Wiese & Coetzee, 2013). In addition to income and commission, financial incentives may include reimbursement of sales charges and reimbursement of transportation expenses (Wiese & Coetzee, 2013). According to Fredrick Taylor, the most important element in encouraging industrial workers to increase production is financial remuneration (Steers & Porter, 2011). As a consequence, companies must carefully consider the remuneration packages they provide their workers.

Financial incentives help to build a basis for high levels of dedication on both sides, which helps to grow the working relationship. As a result, firms must devise incentive and reward programs that include, among other things, monetary incentives and prizes. Employee promotions, bonuses, profit-sharing or gain-sharing agreements, and stock ownership arrangements are all examples of such strategies (Ismail et al., 2009). As a result, some writers argue that the basic purpose of incentives is to boost intrinsic motivation by addressing an individual employee's requirements indirectly via compensation and bonus increases (Anthony & Govindarajan, 2007). Managers at all levels of the business are used to providing monetary incentives to their staff. When money is linked to performance, it has more motivating force (Kinicki & Kreitner, 2016).

Individuals are motivated to engage in activities by monetary incentives based on the concepts of positive reinforcement and punishment (Aguinis, 2012). Before introducing financial incentives to inspire employees at all levels, it is necessary to conduct research on which incentives are most attractive to specific groups and people inside the company (Denisi & Pritchard, 2016). Internal considerations, such as recognition and prizes, as well as enhanced health benefits, may have an effect on employee motivation (Giancola, 2011).

Financial incentives, according to Kinicki and Kreitner, are more successful when they are related to (or dependent on) higher performance rather than just being provided (2016). Supervisors must also guarantee that their staff are aware that unethical activity will not be permitted in the pursuit of a performance objective in order to properly communicate to them how performance is linked to compensation (Steers & Porter, 2011).

Compensation difficulties are crucial in businesses, according to research; nevertheless, employers are not given clear suggestions on whether specific incentive

system designs are better (or worse) suited to certain situations (Dubrin, 2012). Variable pay as a percentage of overall revenue is increasing (Kepner et al., 2003), and performance-based remuneration is becoming increasingly common (Kepner et al., 2003).

One of the physical demands that has an effect on motivation is the quantity of pay received, and motivation in turn has an impact on job performance (Herzberg, 2009). Employee remuneration has an impact on a range of aspects of their lives, including recruitment, motivation, productivity, and turnover (Steers & Porter, 2011). Financial incentives are largely acknowledged as the most effective means of motivating and increasing the performance of employees and other stakeholders (Smith & Hitt, 2005).

## **T. Performance Measurement and Motivation**

Sales managers, among other things, are responsible for directing their employees' motivation in the direction of the company's vision or objectives. Motivation has an impact on productivity (Bhuvanaiah & Raya, 2015). In terms of decreasing productivity and performance, high employee turnover, higher expenditures, greater usage of the sales manager's time, and a negative influence on colleague morale, a poorly motivated sales force will be expensive to the organization (Jobber & Lee, 1994). Companies think that in order to thrive, salespeople must be both productive and motivated. As a result, they attempt to increase the performance of their sales personnel via enhanced hiring, training, incentives, and remuneration. Remuneration and incentive or reward programs are two of the most important variables to consider when motivating salespeople to increase their performance (Abratt & Klein 1999).

Because it has been shown that high job performance is linked to employee motivation, any discussion of workplace behavior must incorporate this topic. It is expected that the most driven employee will be the most productive (Riggio, 2014). Because not everyone is motivated by the same incentives, sales managers must work hard to create inspiring environments that are suited to each individual while

yet adhering to business rules and procedures (Chonko, Tanner & Weeks 1992). Theories of motivation and learning, as well as research, support performance-based remuneration (Georges & Jones, 2013). On the other hand, high levels of employee engagement do not always imply high levels of productivity; the workplace is much more nuanced than that (Riggio, 2014). In order to avoid being locked in this cycle, a manager must approach any productivity issue with prudence. This entails first doing a thorough examination of all other factors that might affect production (Aguinis, 2012). A performance management system is an effort to combine human resource management and corporate strategy into a single system (Cole & Kelly, 2011). Management encourages the use of performance assessments to guarantee that an individual's performance contributes to the achievement of the company's strategic objectives (Newstrom, 2011; Riggio, 2014).

According to Fredrick Herzberg's theory of motivation, which emphasizes the importance of work satisfaction in sustaining motivation, people are motivated by their occupations (Riggio, 2014). His main point was that variables that influence job satisfaction are distinct from those that generate job discontent. Motivating elements were defined as recognition, responsibility, and performance, whereas hygiene variables (such as salary, company policy, and working environment) were classified as hygiene factors (Cole & Kelly, 2011).

A motivator is a personality trait or set of traits that motivates people to be happy and productive at work. Motivators are built into the workplace: their presence enhances job satisfaction and motivation, while their absence leads in a state of neutrality or indifference toward the activity (Levy, 2013). Advancement opportunities, a difficult career, acclaim for achievements, and a feeling of obligation are all natural features that may be leveraged as motivators (Stanley, 2012). Employees who are inspired by certain features of their professions are more likely to be content in their careers (Hansen, Smith & Hansen, 2012).

Supervisory concerns, interpersonal relationships, insufficient compensation, administrative processes, a terrible working atmosphere, and unpleasant corporate norms are only a few examples of occupational hygiene challenges. Workplace hygiene is also influenced by the setting in which people work. The lack of cleanliness at work contributes to employee dissatisfaction, while cleanliness promotes neutrality rather than job satisfaction or motivation (Chung, 2013).

Dissatisfiers, commonly referred to as hygiene factors, exist solely to reduce or increase job unhappiness (Hansen, Smith & Hansen, 2012). The absence of workplace discontent is not the same as the absence of dissatisfaction; similarly, the absence of working displeasure is not the same as the absence of workplace sadness (Giancola, 2011).

The design and implementation of a performance measurement and compensation system may have a substantial impact on employee motivation. Several studies have shown a strong link between extrinsic motivation and perceived compensation system elements. The monetary incentive system's design has little effect on intrinsic motivation, but promotion opportunities do. Other indices of motivation, such as job satisfaction and the desire to resign, are also influenced by the remuneration system.

Effort, ability, and an error term all go into determining an agent's output or performance, which, from the agent's point of view, includes all factors that are out of their control. In order to assess the agent's performance, the principal has access to the agent's personal information. Two factors guide the agent<sup>61</sup> in selecting performance metrics: (a) congruence with the principal's goals and (b) controllability. Individuals may use the performance metric to determine how much variable pay they will get, as well as to make career choices.

## **U. Awarding Systems and Motivation**

The issue of agency incentives has been the focus of a lot of study. a legal arrangement in which one or more persons, known as the principal(s), engage another, known as the agent, to perform services on their behalf while delegating certain decision-making authority to the agent - 62. According to Thierry, a compensation system's perceived success is based on three criteria that are assumed to exist. Three of these criteria are transparency, justice, and controllability.

- Communication and complexity both have a role in how transparent a compensation system is regarded. The regulations of the compensation system and the company's goals are both made clear to workers who are afraid of taking risks under a transparent system. Employees will have a better understanding of the technique, measurements, and goals in use if

these rules are clearly communicated to them. Finally, it is predicted that people who have a favorable view of transparency are more likely to be motivated by external factors. Motivating effort is projected to increase if the danger of putting in effort without obtaining enough remuneration are reduced.

- Fairness: Although there is no well-developed economic theory of trust, the principal's truthfulness and honesty are likely to have a significant influence on the agent's actions<sup>64</sup>. Several additional ideas have also looked at the issue of fairness, albeit from different angles. Reciprocity theory stresses the necessity for the agent to be compensated fairly in relation to the principal. The surplus created by the agency contract, according to this theory, should be dispersed correctly to maximize incentives. If the agent's expectations for this criterion aren't met, her motivation is likely to wane<sup>65</sup>. In addition, equity theory emphasizes the need for an agent to be rewarded equitably in contrast to other agents. The agent's performance-to-reward ratio will be compared to that of other agents. As a result, motivation is expected to be influenced by perceived fairness.
- A large number of research have been conducted on the subject of agency incentives. a legal arrangement in which one or more individuals - the principal(s) - hire another - the agent - to execute services on their behalf while delegating some decision-making power to the agent - 62.
- According to Thierry, the perceived success of a compensation system is dependent on three characteristics that are thought to exist. Transparency, fairness, and controllability are three of these characteristics. 63.
- Economic growth and economic incentives are linked to the awards system. Several research have been carried out in attempt to demonstrate the link between economic progress and motivation<sup>67</sup>.

## **V. The Definition and Components of Performance**

In this sense, "performance" refers to the ability to operate efficiently and successfully. Job performance varies based on a variety of circumstances, including whether the work environment is standardized or non-standardized. It is either the

physiological reaction to labor, as measured by changes in heart rate, oxygen consumption, and blood lactate, or the work done in response to a physiological response, as in the first instance, when it comes to labor. A multitude of variables impact workers doing non-standardized jobs, including labor rate, motivation, and competence, among others. Many efforts have been undertaken in recent years to build generic models of job performance and the factors that influence it. Campbell et al. developed a multidimensional work performance approach based on an eight-factor latent structure that was further improved. A set of broad performance standards for people was also specified in Campbell's study (i.e. Declarative Knowledge, Procedural Knowledge and Skill, and Motivation). Mc Evoy finds a substantial connection between measured and latent performance indicators, as well as stated performance factors, demonstrating that their model is a good fit. When examining work performance, Waldman and Spangler's integrated approach takes into consideration individual attributes (such as experience and aptitude), outcomes (such as feedback and job security), and the present work environment. According to Cole and Kelly (2011), the process of aligning actual performance with desired performance (and the organization's strategic goals) is a continuous process that includes standard setting, appraisal, and evaluation, both informally and formally/systematically through appraisal interviews and goal-setting. The value of a set of employee behaviors that contribute to the achievement of business goals, whether in a positive or negative manner, is referred to as workplace performance. Job performance refers to the value of a set of employee behaviors that contribute to the achievement of organizational goals, either positively or negatively. Task performance refers to employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces, whereas job performance refers to the value of a set of employee behaviors that contribute to the achievement of organizational goals, either positively or negatively (Colquitt, Lepine & Wesson, 2014). 2014 as a calendar year (Wesson).

"Job satisfaction" refers to a person's degree of happiness at work. Employee productivity, motivation, absenteeism, mental/physical health, and overall well-being are all negatively impacted by workplace stress (Saleem, 2011). Several studies have shown that job happiness has a major influence on job performance, absenteeism,



employee turnover, and mental health issues (Storey, 2013). In a number of research, including those done by Ismail, Guatleng, Chhekiong, and Ibrahim, employee motivation and work satisfaction were shown to be positively associated (2009). Indeed, according to Kreitner and Kinicki (2001), managers might possibly boost employee motivation through boosting work satisfaction. Almost every employee, according to Jepsen (2003), wants to be happy at work, and if the job meets his or her professional preferences, he or she will be well on his or her path to job satisfaction.

Only certain aspects of a job's motivation, according to Herzberg's motivation theory, have the ability to increase job satisfaction. In contrast to motivation factors, hygiene elements can only be utilized to avoid unhappiness and cannot be used to boost pleasure (Steers & Porter, 2011). As a result, an employee may be content with their general working circumstances yet unmotivated to work hard and realize their full potential (Storey, 2013).

The majority of experts agree that the most essential feature that distinguishes employee-motivated behavior from other forms of behavior is that it is goal-oriented (Basset-Jones & Lloyd, 2005). The goal-directed element of behavior, according to Bandura (2003), lies at the center of what drives people. "Involved with how activity is launched, stimulated, maintained, directed, and halted, as well as what type of subjective re-action occurs in the organization while this is occurring," says Jones (2012). Motivation is "associated with how conduct is initiated, fueled, maintained, directed, and ended," according to Jones (2012).

Bassett-Jones and Lloyd (2005) used Herzberg's content theory to project a more complicated relationship between internal and exterior components in their study, which looked at how people respond to a range of internal and external stimuli. Employee motivation, according to Bandura (2000), starts with a feeling of tension inside an employee's expectations, followed by a desire within the business or within the individual to meet those demands. The employee assesses his or her objectives and criteria after getting his or her financial incentive, and the cycle begins again (Basset- Jones & Lloyd, 2005). Other theories of job performance (e.g., the "traditional" general factor model, the main deficiency model) were investigated and questioned, and they reinforced their belief that performance is best described as multifactor in nature. Borman and Brush's book delves further into the framework of job success. The results of published and unpublished management research were

utilized to separate performance factors into relevant content categories, which were then classified by professional judges. In order to arrive at an 18-factor response, additional psychometric methods were performed. According to the results, these 18 traits (which included planning and organizing, training, coaching, developing subordinates, and technical ability) outperformed earlier study attempts to construct a performance taxonomy framework. Most traditional performance measurements, according to Viswesvarani, are based on a general component, but there are also significant sub-variables that contribute to overall performance, such as task-specific and conscientiousness-oriented factors. In their research, Campbell and colleagues also emphasized the need of looking further into the nature of worker performance variances. They spoke about how to calculate variance in job performance (i.e., the coefficient of variation) and what variance meant in terms of monetary remuneration. When examining maximum and normal performance measures, Sackett and Du Bois underlined the relevance of distributional features of performance. The scope of job performance is growing increasingly comprehensive, according to a second tendency. Viswesvarani and colleagues argue in this chapter that the nature of work is changing, and as a consequence, many people's perceptions of what employment and job success involve are also changing. They go into great depth regarding this topic. Jobs are increasingly seen as interchangeable and dynamic, and their definitions are becoming less specific, following a broader trend in the 1970s toward more flexible definitions of labor positions and professions. Rather than concentrating on the precise activities and responsibilities connected with certain occupations and work roles, the focus is on the human attributes necessary to perform a broad variety of job roles and professions. To make broad comparisons, task competence in job performance and what is known as "contextual" performance, which is consistent with this approach, may be employed. Contextual performance is defined as additional task proficiency that aids in the achievement of organizational goals by contributing more to an organization's social, psychological, and organizational environment. Job task performance is defined as the proficiency with which incumbents perform core technical activities that are critical to their jobs, whereas job task performance is defined as the proficiency with which incumbents perform core technical activities that are critical to their jobs. Task performance, according to Borman et al., is defined as the ability of incumbents to do key technical tasks that are crucial to their occupations. Contextual influences include things like

persevering with enthusiasm and additional effort, volunteering to do tasks that aren't formally part of one's work, and supporting organizational goals. Borman et al. researches on pro-social behavior and organizational spontaneity<sup>86</sup>, as well as Organ<sup>85</sup>'s work on organizational citizenship behavior, support this viewpoint (organizational citizenship behavior). All of these terms apply to organizations that assist businesses in achieving their objectives rather than those that obstruct them, such as employee deviance and counter-productive conduct. Such contextual behaviors are considered as crucial to the fulfillment of business goals because of their capacity to enhance communications, smooth social communications, and minimize stress and/or disruptive emotional responses. It's also in line with the idea that, in addition to specialized on-task performance, people should research and develop skills that help them collaborate. <sup>87</sup> Furthermore, there is a growing understanding that unproductive behaviors that obstruct the attainment of corporate objectives should be acknowledged and dealt with as performance components—possibly as job requirements—rather than overlooked or ignored. Schmidt reacted to a question regarding the concept of adding a new performance construct known as contextual performance by pointing out that it seems to be defined as something that isn't part of an employee's usual job obligations. "Anything included inside a description like this is no longer considered contextual performance," he said. It's probable that determining whether the division is just conceptual or experimentally proven will be challenging. As a consequence, a number of empirical research have been carried out to back up this claim. Schmidt, for example, based on supervisory judgements from over 8,000 workers in 42 different entry-level jobs in retail contexts, constructed a taxonomy of "generic" work behavior, which is behavior that leads to job performance independent of technical job responsibilities. The following are a few of the dimensions that were included: Employers are looking for the following qualities: Work ethic and thoroughness, scheduling flexibility and attendance, off-task conduct, unruliness, thievery, and drug addiction, among other traits Based on supervisory evaluations from about 400 Air Force mechanics, a research performed by <sup>88</sup>. looked at the variations between task and contextual performance. Task and contextual performance components contributed separately to total performance, according to the results, and personality traits were shown to be more substantially linked with contextual performance, as expected. Task-oriented and context-oriented performance components are crucial, according to the study's

results. There is a lot of discussion over whether the characteristics that enable certain people to succeed in particular areas of performance (like conducting individual job tasks) vary from those that allow them to thrive in other areas of performance (like performing group job activities) (e.g. working well with others). Several studies have shown that the characteristics that influence task performance differ from those that influence contextual performance. In general, the findings show that cognitive ability is more important in predicting task performance than personality factors are in predicting contextual success in a particular setting. Campbell proposed that individual variations in emotionality, as well as contextual components of performance, might be predicted by factors associated with individual differences in emotionality. According to Hofmann's study, an additional problem in terms of performance definition is the dynamic nature of performance measures across time. Some scholars have questioned whether or not job performance assessments are dynamic or not. According to Hofmann et al., greater focus should be made on deconstructing visible change when researching intra- and inter-individual variability in seen change.

According to previous research, the quantity of monetary compensation received is one of the most significant explanatory factors for job performance. Taylor and West observed that remuneration levels had an impact on job performance during their examination of public sector managers, with public workers who compared their salaries to those of private sector employees having lower levels of work performance. A variety of other elements, in addition to job characteristics, have been found to have a consistent impact on work performance. Workers who engage in activities that provide a high level of skill variety, autonomy, feedback, and job relevance are more productive. Workplace self-expression has been related to better job performance. The work-environment characteristic is another set of elements that others have discovered as having an impact on job performance. According to Emmert and Taher, job-related feedback and the social environment are major predictors of public-sector workers' performance. Academics are looking at the final group of factors as potential indicators of work success: employee human traits. According to various studies, age, educational level, and gender all have some relationship with an employee's level of work performance.

The evidence on how gender influences job performance is still inconclusive.

While some research suggests that men and women do equally well at work, other evidence contradicts this. Others say that working women have different standards than men when it comes to job performance. It might be challenging to convey information about work performance. Because most of the studies use different conceptualizations, the findings are not directly comparable. The direction of correlations between individual predictor variables and work performance varies based on conceptualizations, but the direction of links remains consistent.

### **W. Employee Performance and the Factors Affecting It**

A multitude of workplace characteristics have an impact on employee performance. Product, corporate structure, technology, resources and energy, people, organizational structure, and working habits are only a few examples. Companies fight in the market for the best workers by offering competitive compensation, perks, promotions, and training. One of the most essential variables at that time is the function of front-line managers, who are crucial in recruiting and maintaining outstanding personnel. The organization that lacks outstanding front-line managers will suffer<sup>98</sup>, regardless of hefty compensation or ongoing training.

The finest managers choose people for their talent rather than their skills or expertise, and they establish goals for them, focusing on the appropriate results rather than the correct processes. Instead than attempting to address people's flaws, the greatest managers encourage them by focusing on their individual qualities. Great managers also develop their employees by putting them in the right location at the right time.

The use of an effective measuring stick that properly integrates customer data with staff productivity, customer loyalty, and profitability is critical to this process. Given the significance of front-line supervisors, every successful employee incentive program must start with supervisor-specific incentives. Clearly, the elements that drive supervisors are not always the same as those that inspire the rest of the workforce. Root cause studies identify underlying psychological variables that inspire supervisors in a certain company environment, and suitable incentives are created to address such issues. According to employee survey results, these characteristics may be linked to one or more of the following categories:

Advancement in your career

- Monetary gain, prestige, and popular acclaim
- Staff incentives
- Especially at the supervisory level
- It may not be necessary for management to spend a lot of money to increase employee performance.

## **X. Motivation – Performance Relation in Businesses**

For many firms, the ability to recruit, develop, and retain human capital is becoming more vital. As a result, managers and executives are receiving advice on how to implement a more people-oriented management strategy, in which communication is prioritized and every employee's contribution is valued as a critical component in the company's ongoing efforts to meet consumer expectations for price, quality, and service. Despite the fact that many firms think that efficient people management improves economic performance, many fail to develop fundamental communication mechanisms between workers and their managers. Furthermore, economic theory and business practice have tended to see the manual worker as an expense to be avoided rather as a resource to be exploited. Furthermore, economic theory and business practice have tended to view the manual worker as a cost rather than a resource that should be developed.

## **Y. Individuals and Businesses**

Engineer Frederick Taylor was one of the first to think about the link between organizational structure and motivation. Taylorism was the name given to his scientific management system. Taylor intended to make human work more efficient in mechanical processes. His theory was that increased productivity might be attained by better dividing and completing duties without extending individual workers' work areas. The following methodological principles guided Taylor's scientific management:

Employee capabilities were detached from work practices, and intellectual and physical duties were fully separated. The relationship between organizational structure and motivation was investigated by Rensis Likert, another researcher. He

did not, on the other hand, use the term "motivation." His group organization model, which he developed with the purpose of workplace self-determination, has become the most well-known of all organizational systems. Likert argued in favor of a corporate strategy that placed a high value on human relationships. A working environment that fosters personal growth, interesting job opportunities as well as recognition, responsibility, and engagement are all vital parts of this strategy, according to its proponents. The preparation of employees to perform will improve if such considerations are taken into consideration. According to Likert's theory, the behavior of managers and their subordinates is characterized by the concept of supportive relationships. Thus, they demonstrate that they have developed a collaborative partnership in which they respect and appreciate the work of one another. Likert's technique places a strong emphasis on the development of collaboration across a company's many sections. Participatory management strategies need a high level of communication. There is a lot of decision-making going on within the group. The core premise is that as many decision-making responsibilities as possible should be shared among all members of a work group. By overlapping at many points<sup>104</sup>, work groups should be related to one another throughout the firm and at all levels of management.

## **Z. Rewarding and Recognizing Your Contribution**

The incentive schemes in place at a company may have a significant influence on how motivated employees are to do their jobs (Beer & Walton, 2014). As a consequence, the company's overall performance deteriorates (Hansen, Smith & Hansen, 2012). Based on decades of study into operant conditioning and behavior modification, it is commonly thought that if incentives are used effectively, they may encourage individuals to perform at greater levels, and that the deployment of suitable rewards leads in improved organizational performance (Giancola, 2011).

An excellent illustration of the difference between reward and recognition is the separation between cleanliness and incentive. The degree to which a job is

intrinsically difficult while still giving possibilities for recognition and reinforcement has a substantial impact on work motivation, according to Herzberg's motivation–hygiene theory (Giancola, 2011). Another way to say it is that sanitary components are necessary for reward, while motivating aspects are required for recognition (Allen & Helms, 2011).

Positive reinforcement in the form of monetary incentives, as well as other types of acknowledgment and gratitude, is a frequent practice. A blend of official and informal praise, as well as recognition and prizes, is likely to be the most motivating combination (Kinicki & Kreitner, 2016). According to Giancola (2011), incentives must have a positive influence on performance, and the most sought-after kind of reward by workers was vocal acknowledgement or praise from their immediate supervisor.

Many firms have official recognition and reward programs, which almost always contain incentives, since it is crucial to recognize and promote great personnel (Deci, 2013). At the occasion, rewards included plaques, gift cards, jewelry, and on-the-spot cast awards (Allen & Helms, 2011). Simpler recognition programs serve as a reminder of the company's goals, while more sophisticated recognition programs emphasize conduct that promotes corporate beliefs (Aguinis, 2012). To boost motivation and productivity, people and groups should be praised (Riggio, 2014). Employee recognition and awards, like other retention and incentive programs, must be handled with caution or risk backfiring and costing the company money (Kinicki & Kreitner, 2016).

It's becoming evident that the competition for talent is about far more than providing highly efficient, well calculated wage and benefit packages to potential workers. Although these programs are still important, the most successful companies have understood that when making recruiting choices, they must evaluate a far wider variety of characteristics that drive recruitment, retention, and motivation (Giancola, 2011) They must also employ all available resources, such as remuneration and incentives, to their utmost potential (Hansen, Smith & Hansen, 2012).

Employees are often acknowledged for their efforts informally, which is a common habit (Allen & Helms, 2011). Many workers feel underappreciated despite the reality that complementing others is entirely free and just takes a few seconds of their time (Aguinis, 2012) As a result, managers have a strong chance of increasing



staff engagement simply by recognizing and rewarding great performance (Kinicki & Kreitner, 2016).

Compensation reflects both individual and company goals, enabling a better understanding of what motivates individuals to participate and what benefits the workplace as a whole (Allen & Helms, 2011). In this strategy, incentives are used to capture both professional and personal aspirations, allowing for an assessment of how well they are aligned with one another (Judge & Ferris, 2013). The outcome is that they supply a plethora of information regarding relationship dependency that bridges the gap between the private and public worlds of knowledge. It seems that financial incentives and recognition are important motivators for both individual and organizational accomplishment in the broadest sense (Hansen, Smith & Hansen, 2012).

#### **AA. Recognition**

Recognition, according to Daniel and Metcalf (2009), is a kind of reward for an employee's devotion and hard work, as well as for his or her accomplishments at work. Employee appreciation initiatives, no matter how large or small, have the ability to boost morale in any organization. An excellent recognition program may enhance employees' creativity, productivity, and overall job happiness (Beer & Walton, 2014). Employee recognition programs may include anything from a basic Certificate of Appreciation to awards like Employee of the Month, as well as division and company-wide recognition. Those that go above and above the call of duty and earn the prize should be congratulated (Steers & Porter, 2011). Employees feel more at ease when they are acknowledged and appreciated, which is one of the most powerful motivators (Armstrong, 2007).

Human resources are the most important resource when it comes to an organization's success (Denisi & Pritchard, 2016). The notion of reward and recognition has grown in popularity in recent years, attracting the attention of both business leaders and academics (Mandal & Dalal, 2006). As a consequence, some companies utilize rewards and recognition to encourage their staff to work more and produce better outcomes (Beer and Walton, 2014). These incentives and acknowledgement take the shape of monetary and non-monetary advantages, as well as other types of recognition, for certain desired activities (Storey, 2013). While a

good salary and benefits package are crucial, workers like acknowledgment and reward for their efforts even more (Wiese & Coetzee, 2013). Employees who feel visible and involved are much less prone than those who do not to be anxious about money and security (Elton & Gostick, 2006).

Employers may opt to develop a recognition program in order to attract and retain high-performing personnel and accomplish their business objectives. Companies are tightly linking their employee recognition programs to the organization's strategy for the following nine reasons, given in decreasing order of significance, according to Daniel and Metcalf: (2009).

- Foster a positive mindset;
- Establish a recognition culture;
- Encourage excellent achievement;
- Reinforce favorable actions
- Boosting staff morale
- Supporting the company's objective and vision
- Boosting employee morale
- Increasing retention and lowering turnover
- Encouraging dedication and loyalty
- Assisting in the implementation of cultural change Reduced expenditures, increased staff productivity, competitiveness, revenues, and profitability, better quality, safety, and customer service, as well as reduced stress, absenteeism, and turnover, were all factors in the decision to introduce a rewards system (Daniel & Metcalf, 2009).

Because all organizations experience staff turnover, maintaining exceptional employees is critical to a company's long-term success. According to the Jackson Organization (Elton & Gostick, 2006), an independent research organization, investing in employee appreciation is strongly associated with the achievement of the greatest levels of financial achievement. The return on equity for organizations that implement employee appreciation programs is more than three times better than the return on equity for organizations that do not implement employee appreciation programs (Elton & Gostick, 2006).

## **BB. Rewards**

Compensation structure is the most pressing human resource management issue facing organizations today (Milkovich & Newman, 2008). According to Bowen (2002), a reward is "something that is presented or received in exchange for an achievement or performance." According to Allen and Helms (2002), a reward is a monetary or physical expression of appreciation that is conditional on the accomplishment of a certain task.

Employees that aren't motivated to reach their goals are more likely to have difficulties (Sajuyigbe, Olaoye, & Adeyemi, 2013). According to Mendonca (2002), the expectation hypothesis states that workers are more likely to perform when they perceive that there is a significant link between their performance and their remuneration. When employees are rewarded for their efforts, they are more likely to deliver on their promises (Armstrong, 2004).

The performance of employees is crucial to the success of any organization. Employee recognition also has a huge impact on the performance and development of a company's operations (Aguinis, 2012). The use of incentives to inspire workers helps them accomplish their goals and objectives. Without motivated personnel, no business can fulfill its goals and objectives (Kumari, 2014). Individuals' working capacity and performance increase when they are recognized and rewarded based on their identity, according to Baron de Rothschild (1983). Employees' interests are tied to the financial success of their company via incentive programs that are aimed to boost corporate performance and increase employee morale (Chin-Ju, 2010). Employees are motivated to align their interests with the team's and company's goals via the use of a reward system (such as incentives and profit sharing), which results in increased effort and performance (Armstrong, 2007).

There are two types of incentives: monetary incentives and nonmonetary incentives. Employers recognize and reward employees who do well at work with nonmonetary incentives such as promotions and other opportunities (Kepner et al., 2003). Prizes, involvement in management, promotions, vacations, a better working environment, written thank-you notes, gift certificates, formal dinners, casual get-togethers, plaques, and other types of acknowledgment are all prevalent (Allen & Helms, 2011). Rewards are intrinsically related to motivation, and they have a significant impact on the decisions that are made about key work performance (Huselid, 2005).

A pleasant working environment is created inside a company when suitable incentives and recognition are provided to workers, therefore pushing them to achieve at their highest levels, according to Freedman (1978). (2014). Employees become more motivated when they get unexpected increases in recognition, praise, or income (Dubrin, 2012). Research suggests that showing gratitude to employees might enhance their productivity and level of pleasure at work. The fact that people who feel appreciated are more positive about themselves and their capacity to contribute suggests that employee appreciation may aid in increasing productivity and improving job happiness (Hansen, Smith, & Hansen, 2012). Several major studies on employee motivation and performance in the workplace, as well as a few research themes, were covered in this chapter in a concise manner. This section investigates the relationship between goal-setting and employee performance. The impact of monetary incentives on performance is also examined in this part of the document. It also underlines the importance of employee recognition and rewards in terms of improving employee performance. The most significant research methodologies that will be employed in this study will be discussed in detail in the next chapter.

### **III. THE METHODOLOGY OF RESEARCH**

It is explained in this part how the study was conducted, what techniques were used, and what procedures were followed to gather data and complete the analysis. The methodology section will contain information on research techniques, methodologies, research questions, and hypotheses, as well as any supplementary reasons for those methods and hypotheses.

According to the study's aim and variables, as well as the society in which it will be carried out and the sample to whom it will be applied, the researcher chooses the approach that will best help him or her fulfill the study's objectives and provide the predicted results.

Through the use of the internet, the researchers obtained information on all of the employees in Afghanistan's industrial sector. The survey questionnaire, which will be assessed on a 5-point Likert scale, will account for the majority of the time spent on this investigation.

#### **A. Research Method**

The survey technique was employed as a research approach in this study. A survey method is a method, tool, or technique used in research to collect data from a specific group of people by asking them questions. Typically, it allows information flow between research participants and the individual or group doing the research. The questionnaire, which was created online, was sent to manufacturing sector employees in Afghanistan and in some cases, they were physically distributed to them.

#### **B. Sampling Methodology**

There are a variety of patterns to choose from. The overall number of participants in the study, the characteristics of the target population, and the accessibility of the participants are all factors that researchers consider when

choosing a pattern. For this aim, the researchers sort the sample patterns using either probability or non-probability. Probability sampling is used to choose study participants who are agents of the research population. Because the sample is representative of the population and the researcher is ordinary to do a simplification, this is the most accurate and hardest kind of sampling. As previously stated, this research employed a convenience sampling approach, and the sample size was estimated using the Cochran statistic calculation.

For the empirical study, a convenience sample of 287 Afghanistan residents was employed. The technique of an online survey was chosen, and the accessible questionnaire was sent to workers in Afghanistan's industrial industry. The survey link was sent to participants' personal email accounts, as well as social media platforms such as WhatsApp, Viber, and Facebook, among other places. Also included in the questionnaire was demographic information on the respondents' families and friends.

### **C. Population and Sample of Study**

The participants in this research are manufacturing sector employees in Afghanistan. However, who should be researched or capable of supplying data for probing is an issue that may arise from the hypothesis or study inquiry. When multiple studies require two or more degrees for evaluation, the degree of a study is rarely sufficient. After determining the module of analysis, it's time to figure out who the research will be for and how easy it will be to do. The survey link was sent to personal email accounts as well as social media sites including WhatsApp, Viber, and Facebook. It is critical to choose what type of community should be researched, whether the study is to analyze an individual or an organization. Individuals are chosen in various research depending on their accessibility and willingness to participate. These persons, however, may not be the same as the people who would be studied in the study.

Individuals who are representatives of a team, over whom the study is meant to be done, or an organization should be picked for the study in order to have an occupational and developed research.

These agents let the researcher to make as many conclusions as possible about

a population by picking persons from a population model that are representative of the group under investigation.

Population refers to the community who provide the same qualities in a quantitative study pattern. However, as the current study shows, a population might be small or large. As a result, a decision should be made as to which team will be investigated. With numerous distinguishing characteristics, this group is designated as the research's target population.

accessibility and features a plain for the research can be chosen from among the defined target population. A simple is a subset of the target population that the researcher intends to investigate in order to make broad generalizations about the entire population. A few of people may be chosen as representatives of the entire population in a variety of fortunate circumstances (Carswell, 2014).

#### **D. Sample Size**

Sizes that are common After the members of the research have been chosen, it is time to set an aim for the total number of people who will be investigated, which is known as the size of simple.

The larger the sample, the lower the chance that the pattern will differ from the population. The discrepancy between the estimated sample score and the true population score is known as sample error. However, a variety of other factors, such as access, membership accessibility, money, time, the size of the study's population, and the difference, all determine the size of a sample. In this scenario, the sample size is estimated using Cochran's (1997) method, which is one of the most well-known statistical formulae.

The survey attempts to attain a big sample size (more than 287 people), but due to pandemic restrictions, I couldn't able to reach in this sampling size. The respondents are all manufacturing sector employees in Afghanistan.

#### **E. Data Collection Method**

In light of the exploratory study, which included an in-depth literature examination, a quantitative research pre-test questionnaire was constructed to gather primary data. An online survey will be done between April 1st and April 31st, 2022,

due to the speedy dissemination possibilities and evident engagement with the target audience. A questionnaire that is made accessible online and filled out by respondents is referred to as an internet survey.

Respondents may respond to the survey by simply clicking or pushing on a response on the screen, which is shown on the screen. This widely used strategy is simple to execute and is beneficial to both responders and researchers alike. Because everything is now completed online, it is really quick and straightforward. Because it is ageless and worldwide, it makes it simpler to reach the previously unreachable target group. The ability of this survey to reach millennials is assisted by all of the characteristics of an online poll mentioned above (Malhotra et al., 2012).

Complete the online quiz, which was created using Google Forms and takes around 5 minutes to complete. To begin, a link to the survey was given to 287 persons in Afghanistan who responded positively. Personal messages and e-mails were sent to these individuals who are engaged on social media and have established connections with the target demographic. In addition to being encouraged to participate, they were encouraged to share the link with friends or acquaintances in their social network who met the requirements. They spread the word about the link on social media platforms such as Instagram, Facebook, Twitter, and LinkedIn, among others. Although it was anticipated that there would be a low response rate, face-to-face interviews were conducted in order to get the greatest number of participants feasible. The amenities that cater to millennials, such as coffee shops and retail malls, were well-attended throughout the visit. In exchange for their participation, a group of volunteers approached these young people and offered them tablets, smartphones, or hardcopies of the survey, depending on their preference.

A total of 287 persons answered to all of the strategies described above. The information needed for the study's goal was gathered via the use of a questionnaire. The questionnaire is broken into three pieces, with an additional questionnaire attached to it that contains additional information regarding the measurement tools. Questions on Demographic Factors (Question 3) This section of the questionnaire asks about the participants' age, gender, educational level, employment, and financial position, all of which are detailed. Questions related with Descriptive Statics: This segment of the study looks at the impact of motivation on employee performance in the Afghan industrial sector, specifically in Herat province.





## IV. RESEARCH METHODOLOGY AND FINDINGS

### A. Research Findings

Through the previous chapter the relationship among the motivation and employee job performance was precisely observed and studied. In the current chapter, through the findings from gathering 287 questionnaires among the employees of manufacturing sector in Afghanistan will be analyzed. Reliability test, linear regression and correlation along with descriptive analysis are going to be tested through SPSS program. However, research methodology for the mentioned tests are narrowly studied and explained relatively.

#### 1. Demographic profiles of respondents

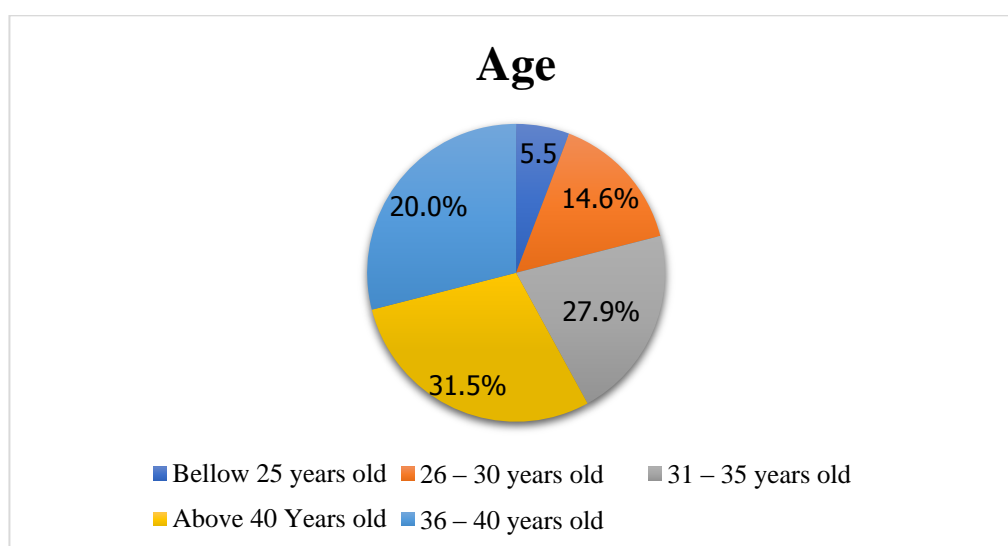


Figure 7 Age

Table 2 Age

Sex	Frequency	Percent
Below 25 Years old	16	5.5
26-30 Years old	42	14.6
31-35 Years old	58	20.0
36-40 Years old	80	27.9
Above 40 Years old	90	31.5
Total	286	100.0

Source: Author

As it can be seen in the table the majority of the respondents are above 40 years old. However, most of them are between 31-40 years old.

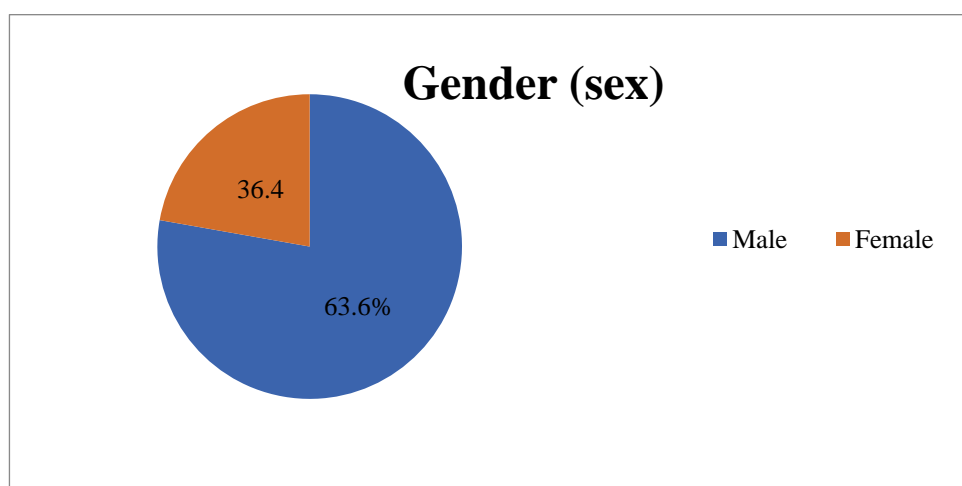


Figure 8 Gender

Table 3 Gender

Sex	Frequency	Percent
Male	182	63.6
Female	104	36.4
Total	286	100.0

Source: Author

The findings show that 63.6% of the respondents are male while the remaining are female in terms of gender.

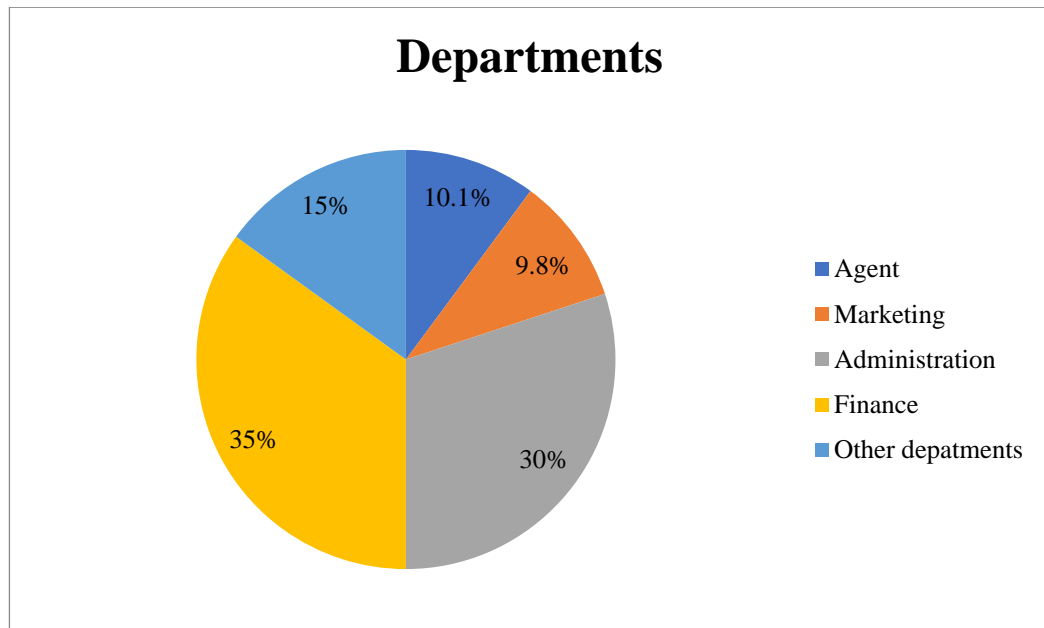


Figure 9 Departments

Table 4 Departments

Departments	Frequency	Percent
Agent	29	10.1
Marketing	28	9.8
Administration	86	30.1
Finance	100	35.0
Other departments	43	15.0
Total	286	100.0

Source: Author

The table indicates that majority of the respondents are working in Finance department however few people are doing their job as an agent and many respondents are working in administration department.

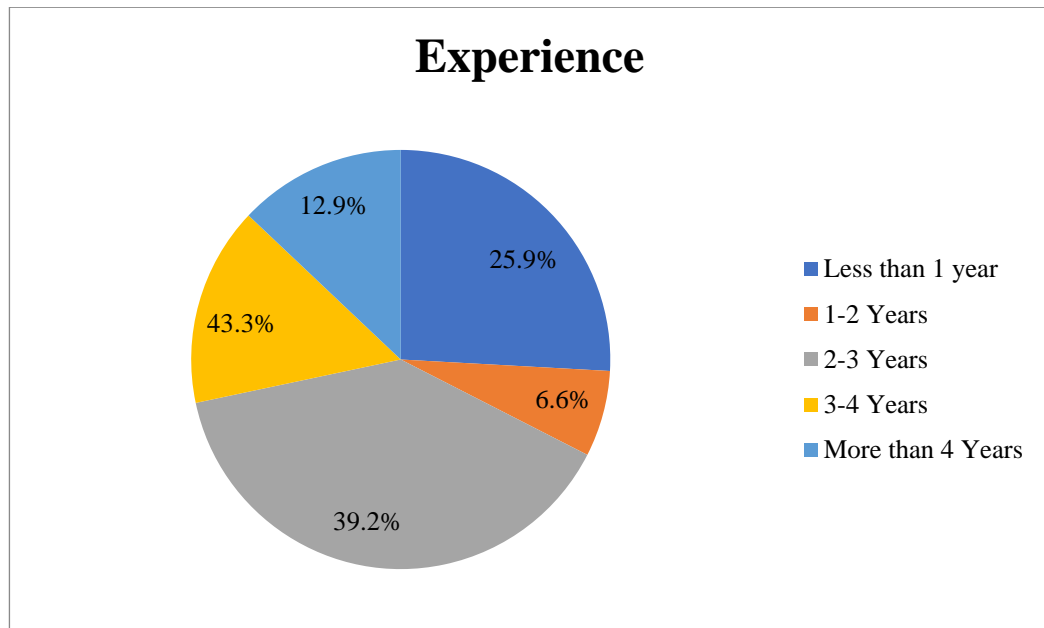


Figure 10 Experience

Table 5 Experience

Experiences	Frequency	Percent
Less than 1 Year	74	25.9
1-2 Years	19	6.6
2-3 Years	112	39.2
3-4 Years	44	15.4
More than 4 Years	37	12.9
Total	286	100.0

Source: Author

The data shows that 39.2% of the respondents that is 112 people are having 2-3 years of experience in the manufacturing sector which increase the reliability of the answers.

## B. Reliability Test

In order to illustrate the degree of consistency in gathering the data and information reliability test is usually being tested (Gay, 1996). Cronbach' alpha test is the ultimate sign of this test which indicates and interval of 0-1. A rate above 0.7 is acceptable and proves that the data are reliable. Furthermore, in the current research the Cronbach Alpha rate is 0.933 which is a very good degree of the reliability.

Table 6 Reliability Statics

Cronbach's Alpha	Factor Names	N of Items
.810	Job performance	16
.805	Financial incentives	14

Source: Author

### C. Correlation Analysis:

In order to illustrate the linear relationship among two or more variables, correlation analysis is being used. The benchmark is as follow:

- .90 to 1.00 (.90 to –1.00) Very high positive (negative) correlation
- .70 to .90 (.70 to.90) High positive (negative) correlation
- .50 to .70 (.50 to.70) Moderate positive (negative) correlation
- .30 to .50 (.30 to.50) Low positive (negative) correlation
- .00 to .30 (.00 to.30) Little if any correlation

in the following table the correlation among the variables are being examined.

Table 7 Correlation

		Job Performance	Financial Incentives	Recognition Rewards
Job Performance	Pearson Correlation	1	.785**	.750**
	Sig. (2-tailed)		<.001	<.001
Financial Incentives	Pearson Correlation	.785**	1	.780**
	Sig. (2-tailed)	<.001		<.001
Recognition Rewards	Pearson Correlation	.750**	.780**	1
	Sig. (2-tailed)	<.001	<.001	

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

The above table indicates a high positive correlation among the dependent variable (job Performance) with two determinants of motivation which is the independent variable. However, the relationship between job performance and financial incentives is positively high with a p-value of 0.785 and the linear relationship of the dependent variable with recognition and rewards program is also highly positive with a p-value of 0.750 in a significant level of 0.01.

## D. Regression Analysis

Finding out the degree in which one variable affects the other variable a linear regression analysis is being used.

Table 8 Linear regression between Job performance and Financial/Moneytory incentives

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.785 <sup>a</sup>	.616	.615	.36260

a. Predictors: (Constant), Financial Incentives

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	.846	.140		6.049	<.001
	Financial Incentives	.840	.039	.785	21.339	<.001

a. Dependent Variable: Job performance

The table illustrates a r-square of 0.616 which is 61.3%. it can be interpreted that job performance is being affected by Financial and moneytory incentives by 61.3%. by other words it can simply be said that one percent change is financial and moneytory incentives can cause 61.3% change in job performance of the employees in a significant level higher than 0.01.

Table 9 Linear regression between Job performance and recognition & rewards program

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.750 <sup>a</sup>	.563	.561	.38681

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	-.053	.203		-.262	.793
	Recognition Rewards	.966	.050	.750	19.123	<.001

a. Dependent Variable: Job performance

b. Predictors: (Constant), Recognition Rewards

The table illustrates a r-square of 0.563 which is 56.3%. it can be interperated that job performance is being affected by rewards and recognition program by 56.3%. by other words it can simply be said that one percent change is rewards and recognition program can cause 56.3% change in job performance of the employees.





## **V. CONCLUSION AND RECOMMENDATION**

In the last four chapter all the related topics were narrowly described and explored. Proposal was the first chapter followed by literature in the second chapter that was explaining the relationship of motivation and employee job performance. However, the third chapter was about research methodology and in the fourth chapter the findings were analyzed through the SPSS. In the current chapter the author makes the conclusion based on the findings and the literature review. Finally, the hypothesizes will be tested and recommendations will be released relatively.

### **A. Result Discussion**

In the present study, compare analysis is being employed. The appropriate and logical interpretation of the link between the dependent variable (job performance) and the independent variable has been determined using both primary and secondary data (motivation). According to the literature evaluation, there is a favorable association between these two factors, as many studies have claimed. An employee's innate passion for and desire to complete work-related tasks is referred to as motivation. Motivation, according to (Chaudhary & Sharma, 2012), is the internal force that drives a person to do action. Managers can fail to see the importance of inspiration in achieving their main purpose and vision. Even if they recognize the need of motivation, they lack the knowledge and experience to create an environment that fosters employee motivation.

Employee motivation is a process through which one person is willing to meet their own requirements. Survival, safety, sociability, esteem, and self-actualization are all examples of individual needs. This urge will motivate the person to do better in their work by allowing them to focus on the tasks at hand. Customers, pay, and other factors may all influence performance. According to Chaudhary and Sharma (2012), motivated workers are more productive than non-motivated ones. If an employee is content and happy, he or she will perform at an exceptionally high level.

The outcome will be positive, and a motivated employee will inspire other workers in the workplace.

According to Chaudhary and Sharma (2012), employee motivation has a direct impact on gainfulness and progress. A highly motivated employee gives it his or her all in fulfilling all of his or her obligations and responsibilities. Improved employee work performance will boost the organization's value as well as the employee's productivity.

It is critical to address a variety of factors in order to improve work effectiveness and performance, including enhancing employee motivation, making them feel content with their jobs, and improving their overall job-related well-being (Bogdanova & Naunivska, 2008). A motivated individual is acquainted with certain objectives that must be achieved in specific ways, depending on how he or she organizes the drive to achieve those goals (Owusu, 2012). It indicates that a driven individual is the ideal match for the objectives he or she wants to attain because he or she understands the assumptions. As a result, when employees feel driven, they are more likely to boost production (Ali & Ahmed, 2009). One of the strategies managers utilize to improve effective work performance among employees in firms is employee motivation (Olluseyi & Ayo, 2009).

Individual and corporate objectives are achieved via separate processes connected by employee motivation. It suggests that company objectives are inextricably linked to individual goals, and that motivating variables influence employee performance (Robert, 2005). Employee motivation, as well as their passionate and energetic approach to job completion, play a critical influence in an organization's success (Cheng, 1995). Financial determinants of motivation include salary and fringe benefits. These elements have apparent influence on work performance because they may boost organizational productivity and personnel performance. Because inadequate supervision has a tremendous effect and expense for both the individual employee and the business as a whole, supervision has an influence on individual performance as a motivating component (Pierce & Rowell, 2006). Furthermore, Harrison and Novak (2006) found that management attempts to provide promotion chances contribute to employee work satisfaction and have an impact on job performance.

Similarly, in the data and analysis of the research, the same conclusion was reached in Afghanistan's industrial sector. These conclusions are based on the replies of 287 people in the population and tests performed in the SPSS software. A strong positive correlation between the dependent variable (job performance) and the independent variable determinants is modified by the tests (Monetary-financial incentives & recognition and rewards program). The correlation test shows that the relationship between job performance and financial incentives is positively high, with a p-value of 0.785, and that the dependent variable's linear relationship with the recognition and rewards program is also highly positive, with a p-value of 0.750 at a significant level of 0.01. A linear regression analysis, on the other hand, was performed to better understand the efficacy of these two factors on each other. The findings show that the r-square is 0.616, or 61.3 percent. It may be deduced that financial and monetary incentives have a 61.3 percent impact on work performance. To put it another way, one percent change is monetary, and monetary incentives may produce a 61.3 percent difference in employee work performance at a significant level greater than 0.01. In the meanwhile, the r-square is 0.563, or 56.3 percent. It may be deduced that incentives and recognition programs have a 56.3 percent impact on work performance. To put it another way, a one percent change in a rewards and recognition program may result in a 56.3 percent difference in employee work performance. Overall, the data and literature assessment show that, with the exception of the null hypothesis, all of our hypotheses are supported.

Table 10 Following is the summary of the result discussion

Hypothesis	Result
H1: Motivation has a positive impact on job performance in the manufacturing sector of Afghanistan.	Accepted
H2: Motivation has a positive relationship with job performance in the manufacturing sector of Afghanistan.	Accepted
N0: Motivation and job performance do not have any relationship.	Rejected

## B. Conclusion

The association between employee motivation and work performance in Afghanistan's industrial sector has been found throughout the research. Financial and

monetary incentives, as well as recognition and awards programs, were investigated as two predictors of the independent variable, motivation. There is a substantial positive association among the factors, as shown by the literature and studies. However, the linear regression analysis shows that there is a significant degree of efficacy between these two factors.

According to the findings of this research, motivation is vital for workers since it might improve their job performance. It is critical for management to understand and be aware of the demands of their workers in their work environment in order to keep them in the firm. Furthermore, job performance is determined by how management and employees connect and rely on one another by offering tailored support and encouragement to each and every employee by recognizing their specific requirements, personal preferences, and establishing a positive work environment. As a result, workers will perform at their best while experiencing the least amount of churn. Finally, the goal of this research is to improve theoretical knowledge and identification of the difficulties that come with total work performance. Furthermore, while assessing the main data, the researcher conducted significant research on connected themes to this study. The data was gathered from the targeted demographic. The people targeted were well-trained, experienced professionals and supervisors in Afghanistan's industrial industry. The findings reveal that motivation and performance are inextricably related.

Based on the above study, it can be determined that a motivated employee has a significant impact on an organization's and its workers' performance. Employees that are motivated are more productive and efficient, and they meet the company's operational objectives. Motivation is the main tools for enhanced employee efficiency and can also boost individual and corporate capacity.

### **C. Recommendations**

- Managers should engage in more capacity-building techniques for the talents and strengths of workers, improving and increasing confidence in the abilities to execute their tasks. Ensure sufficient appreciation for good work
- for employees. This not only motivates workers, but also provides a feeling of success that further improves businesses' performance and production.

- Ensure appropriate recognition of employees for well-done jobs. This not only motivates employees, but also gives them a feeling of success that improves efficiency.
- Managers should invest in an enhanced physical workplace environment, create job conditions and monitor the absence of workers.
- Managers and subordinates will need to be educated in practical ways to help mentor and direct workers to increase morale and efficiency.

#### **D. Limitation of the Study**

- There is pandemic disease called coronavirus (covid-19), that was big challenge to collect data and to close respondents.
- Some respondents are not able to answer correctly. They have socially appropriate responses to cover the organization's real problems.
- Some respondents may have taken a long time to finish the questionnaire, thus wasting the little and minimal sample time. They don't care whether or not they accurately finish the questionnaire.



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## **APPENDIX**

Appendices A. Questionnaire

Appendices B. Ethics Approval Form





## **Appendices A. Questionnaire**

### **Questionnaire**

**Dear respondent,**

This questionnaire is prepared to collect data for completion of Masters' degree dissertation on finding out The Effects of Motivation on Employees' Job Performance a Case Study in Afghanistan's Manufacturing Sector

Your answers will be a great contribution in completion of this study and highly appreciated.

The information that you provide will be used just on academic purpose and your privacy will be kept safely.

Sincerely Yours

Ahmad Masoud Saeedi

Master of Business Administration

Istanbul Aydin University, Istanbul, Turkey

#### **PART A: Demographics Questions**

**Gender:**

Male [ ]      Female [ ]

**Age Group:**

Below 25 [ ]      26-30 [ ]      31-35 [ ]      36-40 [ ]      41 and above [ ]

**Department:**

Agent [ ]      Marketing [ ]      Administration [ ]      Finance [ ]

Other (please state).....

**Tenure:** How long have you worked at Manufacturing Sector? (Year)

Less than 1 Year [ ]      1-2 [ ]      2-3 [ ]      3-4 [ ]      5 and  
above [ ]

**PART B: Impact of Motivational Goal-setting on Performance**

The questions in this section concern characteristics related to goal/targets within the context of the job itself. Using the key below, please indicate the extent to which you agree with each statement.

1= Strongly Disagree      2=Disagree      3=Neutral      4=Agree      5=  
Strongly Agree

Goal- Setting		1	2	3	4	5
1	My manager lets me participate in the setting of my goals/targets					
2	I understand the importance of my goals/targets in relation to the overall objective of the organization					
3	I have specific, clear goals/targets to aim for in my job					
4	My goals/targets are realistic and achievable					
5	As an employee, I am satisfied with the challenges provided by my work					
6	As an employee, I have difficult and challenging goals to meet at work					
7	As an employee, I am regularly trained to acquire and improve my knowledge, skills and attitudes towards my work					
8	I have a mentor assigned to me within the organization to guide me in achieving my goals/targets					
9	I get fair and constructive feedback regularly related to my goals/targets					
10	The setting of goals/targets has greatly improved my overall performance within the organization					
Financial/Monetary Incentives on Employee Performance						
11	I am satisfied with the level of pay I receive					
12	The pay offered by the company is very competitive compared to other companies in the industry					
13	Our company maintains a competitive pay and benefits (e.g. medical insurance)					

	package					
14	I would be satisfied if I received a monthly expense (e.g. fuel and telephone) allowance					
15	Our company uses monetary rewards like base pay, commission, bonus, incentives and healthy allowances to motivate us					
16	I believe that money is a crucial incentive to work motivation because it is what I use to purchase the things I need and desire					
17	My salary and other hygiene factors (e.g. company policies, working conditions, supervision) have led to a dis-satisfaction of my employment					
18	I believe the money I am paid is a strong indication of the value the organization has placed on my services					
19	Our company pay policy helps attract and retain high performing Employees					
20	If the company had a profit-sharing scheme, it would motivate me to Perform					
	Recognition and Reward Programs on Performance					
21	Our company uses non-monetary rewards like recognition, inclusive decision-making and flexible working hours to motivate us					
22	It is important to me to be formally recognized by management/supervisor for a job well done					
23	It is important to me to be recognized by my peers and co-workers for a job well done					
24	Our company uses non-monetary rewards (e.g. gift vouchers, movie tickets, or Lunch/Dinner for two) to motivate us					
25	If our company had a wellness benefit program e.g. gym or sports club membership, I would be motivated					
26	In our organization, rewards are viewed as goals that employees generally strive for, and an instrument that provides valued outcomes					
27	Our organization uses training and development (e.g.Seminar, sponsorship) as a way to motivate us					
28	Our company has a fair and equitable reward scheme					
29	Our current recognition and reward program motivates me to perform better					
30	Our organization has observed a long-term improvement of the quality of work as a result of the reward system in place					

## Appendices B. Ethics Approval Form

Evrak Tarih ve Sayısı: 31.05.2022-51936



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Dr.Öğr.Üyesi Alper FİDAN  
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## ÖZGEÇMİŞ