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Motivation Factors Affecting Employee**Çalışanları Etkileyen Motivasyon Faktörleri**Yaşar Akça¹  İbrahim Erdoğan²  Ayşe Kaçer³ ¹ Bartın University, Faculty of Economics and Administrative Sciences, Department of Business Administration, Bartın, Türkiye² Master's Student, Bartın University, Graduate School of Education, Bartın, Türkiye³ Master's Student, Bartın University, Graduate School of Education, Bartın, Türkiye**ABSTRACT**

The voluntary efforts of employees to achieve business targets are called motivation. Thanks to motivation, many variables such as work performance, productivity, service quality, organizational commitment and job satisfaction of employees are positively influenced. Meanwhile, business management fulfills the needs of employees through motivational factors. Thus, it is both possible for the personnel to fulfill their duties and the success of the business emerges in parallel with the motivation of the employees. While applying motivational factors throughout the organization, the starting point is the recruitment of the personnel. The process of implementing motivational factors continues until the employee leaves the organization. Therefore, motivation factors are one of the basic indispensables of working life. The purpose of this study is to investigate the degree of influence of the variables within the economic, managerial and psychosocial dimensions of motivation factors on employees. The population of the study consists of 2456 administrative staff of a state university. The number of the sample who voluntarily filled out the questionnaire form prepared in line with the research is 349 people. As the findings obtained; the variable "wage" has the highest level of agreement among the economic factors affecting motivation. Among the managerial motivational factors, "organizational culture" has the highest score with the highest level of agreement. In the psychosocial motivation factors group, the variable "management support" stands out.

Keywords: Employee Performance, Management Performance, Motivation Factors**ÖZET**

İşletme hedeflerine ulaşabilmek için çalışanların gösterdikleri gönüllü çabalara motivasyon denilmektedir. Motivasyon sayesinde çalışanların iş performansı, verimlilik, hizmet kalitesi, örgütsel bağlılık, iş tatmini gibi pek çok değişken olumlu yönde etkilenmektedir. Diğer taraftan işletme yönetimi motivasyon faktörleri aracılığıyla çalışanların ihtiyaçlarını karşılamaktadır. Böylece hem personelin görevini yerine getirmesi mümkün olmakta hem de işletme başarısı çalışanların motivasyonu ile paralel doğrultuda ortaya çıkmaktadır. İşletme çapında motivasyon faktörlerini uygularken başlama noktasını personelin işe alınması oluşturmaktadır. Motivasyon faktörlerini uygulama süreci çalışanın işletmeden ayrıldığı zamana kadar devam etmektedir. Dolayısıyla motivasyon faktörleri, çalışma hayatının temel vazgeçilmezlerinden biridir. Bu çalışmanın amacı; motivasyon faktörlerini oluşturan ekonomik, yönetsel ve psikososyal boyut içinde yer alan değişkenlerin çalışanlar üzerindeki etki derecelerini tespit etmektir. Araştırmanın evrenini bir kamu üniversitesinin toplam 2456 idari personeli oluşturmaktadır. Araştırma doğrultusunda hazırlanan anket formunu gönüllü olarak dolduran örneklem sayısı 349 kişidir. Elde edilen bulgular olarak; motivasyonu etkileyen ekonomik faktörler içinde "ücret" değişkeni en yüksek katılıma sahiptir. Yöneltil motivasyon faktörleri içinde "işletme kültürü" en fazla katılım ile en fazla skoru sağlamıştır. Psikososyal motivasyon faktörleri grubunda öne çıkan "yönetim desteği" değişkenidir.

Anahtar Kelimeler: Çalışan Performansı, İşletme Performansı, Motivasyon Faktörleri**1. INTRODUCTION**

The word motivation comes from the Latin word "movere" and the French word "motive. Its Turkish equivalent is expressed with the concepts of motivation and mobilization (Kaçer, 2019: 4). What people feel the necessity for is called a need. Fulfillment of needs constitutes the main goal of individuals. Satisfaction occurs when the need is satisfied. Pleasure, happiness and delight emerge. When the need is not met, feelings of grief, sorrow, unhappiness and disappointment are felt. When the need is stimulated, the person will act. If the need is fulfilled after the behavior based on the need, pleasure occurs (Korkmaz, 2008: 19).

The efforts to make the personnel willing to embrace the work and workplace are called motivation (Akın Acuner, 2010: 35). In the presence of motivation, there is a positive effect that mobilizes from the current situation to another direction. The positive effect pointed out here varies from person to person (Yüzgenç, 2019) and individuals' education levels, value judgments and environmental factors each affect individuals at different levels (Örücü & Kanbur, 2008: 86-87).

The motivation of the personnel also helps the continuity of the business (Ergül, 2005: 69). Businesses tend towards a wide variety of practices towards motivational factors that increase their employees' feelings of commitment to the workplace and dedication to work. In other words, each business has different motivational practices according to its own condition (Bayram, 2010: 16).

2. THE FACTORS AFFECTING EMPLOYEE MOTIVATION

It is possible to examine the factors affecting employee motivation under three headings: economic factors, managerial factors and psychosocial factors. The main ones among the various motivational practices carried out for the personnel in enterprises are as follows (Güleşen, 2014).

2.1. Economic Factors

Financial values lead people to work. People seek economic activity to meet the needs of themselves and their families. The reason why the personnel work in an enterprise is primarily based on economic factors (Sabuncuoğlu & Vergili Tüz, 2003). Economic factors such as income and wages, sharing profits and monetary rewards are the main financial values that come to the fore. Financial rewards should be directly proportional to employee performance.

- Wages and income: Wages are the monetary value that individuals receive in return for the labor power they expend in the workplace where they work for an employer. The first priority in the lives of employees is to earn an income. It is the most effective and most used incentive tool. It is the basis of workplace loyalty and motivation in terms of personnel. Wage increases also increase the motivation of low-income staff. On the other hand, if wage justice is not ensured among the laborers, there will be some negativities in terms of administration. While determining the wage, it should be at a level that will keep qualified personnel in the enterprise, encourage the desired performance success, ensure loyalty to the workplace, support the assumption of new responsibilities and attract new employees to the enterprise.

One of the types of wages is premium pay. These are payments made outside the normal wage to encourage employees to work more (Kaçer, 2019: 29). Here, more work also means more income. However, premium pay that is not properly implemented will cause unrest among employees and reduce their motivation.

- Social benefits: These are clothing, food, fuel and travel aids given to employees. There may also be examples such as car allocation, mobile phone, lodging and similar examples. It enables employees to work more efficiently in the organization, increasing motivation and commitment to the workplace.

- Sharing profits: The part of the work that contributes to the high performance that is realized as a result of the business activity is rewarded. The business distributes a portion of its profit to its employees. Employees who receive dividends are more committed to their jobs with the awareness that they are also partners of the business and motivation increases (Adair, 2005: 211). This practice strengthens the bond between the organization and the staff. For employees, profit sharing also means more effort and motivation (Kaçer, 2019: 30).

- Rewarding: Motivation is increased by rewarding the efforts of the personnel in their work, their contributions to the business and their achievements. The value of the rewards to be given should be in the quality that employees need or will need (Kaçer, 2019: 30). Otherwise, the reward will not achieve its purpose and will not have a motivating effect. The content of the reward can be financial or psychological. Incentives such as wages, premiums and promotions constitute the main financial rewards. Practices such as praise, congratulations, appreciation and compliments are mainly psychological rewards. Thus, the success of the personnel is shared within the enterprise. The reward to be given should be worth the spent labor (Sabuncuoğlu & Vergili Tüz, 2003). On the other hand, the individual should intend to make an effort to obtain the reward.

2.2. Administrative Factors

It is possible to ensure staff motivation with the help of various organizational and managerial factors. The use of such motivational factors does not create a financial burden for businesses. Companies can both realize the motivation of employees and carry the business to better levels by creating a more effective organizational structure (Kaçer, 2019: 33). The main ones are as follows:

- Unity of purpose: Employees should respond to the expectations of the organization. Management should share the goals they set for the business with the staff. The mutual harmonization of measurable and achievable clear business goals for the future and the expectations of employees contributes to increased motivation (Geçer, 2018: 26). In order for the business to successfully realize its goals, the staff should embrace the goals of the business (Silah, 2005). Personnel is the most important means for an organization to accomplish its goals (Sabuncuoğlu & Vergili Tüz, 2003).

- Open communication: The transfer of mutual feelings, thoughts and ideas between individuals is expressed by the term communication. Open communication enables sharing between managers and employees (Öztürk & Dündar, 2003). Communication failures throughout the enterprise cause restlessness and demotivation among

the staff. Communication is a necessity in transferring the necessary information and instructions to employees and carrying out the work (Kaçer, 2019: 35).

- Delegation of authority and responsibility: Asking employees to do the work that needs to be done in the business is called authorization. The obligation of the personnel to fulfill the tasks is called responsibility. Delegation of authority and responsibility are complementary concepts. If employees can take the decisions they need while doing their jobs with their own responsibilities without getting approval from their superiors, self-confidence, self-esteem and feeling of self-worth will be realized and individual performance and motivation will get higher (Çiçek, 2005: 42). All employees should be able to prepare and implement their own work plan as a requirement of the authority and responsibility delegated to them by management.

- Training activities: As a result of the personnel's participation in continuous training, courses and seminars within or outside the enterprise, their knowledge, abilities and professional skills will increase and the development of personal expertise will accelerate. Each employee participating in the training will feel valuable to the extent that he can improve himself. Depending on the training received by the employees, it becomes easier for them to reach higher positions that require responsibility (Sabuncuoğlu & Vergili Tüz, 2003).

- Business culture: The whole of the mission, vision, values, attitudes, beliefs and habits shared in the organization is called business culture. Thanks to business culture, employees' behavior and relations with each other are positively affected. Employees become more productive and more successful as they enjoy their work. Satisfaction with the workplace environment reflects on staff motivation.

- Participation in decisions and making suggestions: Employees should be enabled to express their new ideas, different thoughts and suggestions without hesitation. Utilizing the ideas (such as cost savings or new input sources) offered by the employees is a significant source of motivation (Tiryaki, 2008). As the number of good ideas increases, the idea that employees are valuable will become widespread (Sabuncuoğlu & Vergili Tüz, 2003: 133). Thus, an atmosphere of cooperation between management and employees will be realized.

- Position and title: The place and duties of the employee within the organization are called position (Kaçer, 2019: 31). The title indicates the differences between employees from each other. Depending on the position and titles that people hold, their authority, power, responsibility and prestige status change. The position and titles created according to the importance of the job are more effective than money in the motivation and higher performance of each employee.

- Job expansion: The scope of the job is reorganized. It becomes possible to do different types of work at the same time. It reduces the boredom of the job. Employees' talents, skills and motivation are utilized more.

2.3.Psychosocial Factors

Psychosocial factors are as effective as economic factors in increasing productivity and motivation (Eren, 2020). Appreciation by others is related to awareness of knowledge and experience. The work done by the employee is primarily a source of motivation. The management should make each employee's work something different. Thus, all employees will have the perspective that they are respected and valued (Yumuşak, 2008: 245).

- Social activities: Communication will be strengthened as a result of the participation of staff from all levels in social events organized throughout the enterprise. It will also encourage team spirit and close collaborations will be established. It enables the staff to enjoy their free time outside of work and relax mentally. Having fun and rest together increases motivation.

- Support from management: Managers' interest in employees, fairness in the working atmosphere, support, appreciation and care positively affect motivation. When managers appreciate and thank their employees, it provides a high degree of motivation.

- Working conditions: Remote working and flexible working hours policy help employees' motivation. It is essential that employees work in safe and healthy working environments. In addition, ideal working conditions that provide a sense of comfort in maintaining the job should be ensured (Kaçer, 2019: 37).

- Performance evaluation: The performance of each employee within the organization should be assessed at regular intervals and the results should be shared. The skills of the employee and the skills required by the job are compared and evaluated (Akça, 2019: 354). Rewarding success and ensuring the development of employees in areas where they are inadequate are all motivational factors.

- Competition: It comes out in the interaction of employees with each other. It enables the staff to be more dynamic and enthusiastic among themselves. It is a feature inherent in human nature. It increases the

development of the individual, the performance and the motivation of employees. It is effective against the monotony of work.

- Teamwork: When a group of people works together to achieve common goals, it is called teamwork. The understanding of "all for one and one for all" is also a sentence that expresses teamwork. Individuals make the decisions they will take and the behaviors they will show primarily in favor of the team. Thus, mutual love, respect, trust, understanding and motivation are realized.

- Promotion: The situation of employees rising in their jobs is called promotion. The promotion of personnel as a result of their efforts and success encourages individual motivation. Every employee wants to have a respectable position in the organization, to be effective, efficient and important.

3. RESEARCH METHOD

The population of the study is the administrative staff of a state university serving in Kayseri, consisting of 2456 people. All of the research population was reached via corporate e-mail. The number of personnel who contributed to the study on a voluntary basis was 349. The Minnesota Satisfaction Questionnaire (Weis, Dawis, England and Lofquist, 1967) form prepared as a research method were used.

The factors affecting the motivation of the personnel were measured with a five-point Likert scale. In the questionnaire form, there are 8 statements for economic factors, 10 statements for organizational-managerial factors, and 10 statements for psycho-social factors. By evaluating the information obtained from the questionnaires, the degree of influence of the motivational factors affecting the performance of the employees was revealed. At the end of the study, recommendations were made for management to ensure the motivation of all employees throughout the organization.

3.1. Findings

3.1.1. Age Ranges of Survey Respondents

The age distribution ranges of those who completed the questionnaire are given in Table 3.1.1.

Table 3.1.1: Age Ranges of Survey Participants

| Age Range | Frequency | Percent | Cumulative Percent |
|--------------------|------------|------------|--------------------|
| 30 years and below | 16 | 5 | 5 |
| 31-40 years old | 147 | 42 | 47 |
| 41-50 years old | 115 | 33 | 80 |
| Age 51 and above | 71 | 20 | 100 |
| Total | 349 | 100 | |

In terms of the age range of the respondents, 5% (16 people) were aged 30 years and below, 42% (147 people) were aged between 31 and 40 years, 33% (115 people) were aged between 41 and 50 years and 20% (71 people) were aged 51 years and above (see Table 3.1.1).

3.1.2. Distribution of Participants by Gender

The numbers and ratios of the respondents by gender are given in Table 3.1.2.

Table 3.1.2: Age Ranges of Survey Participants

| Gender | Frequency | Percent | Cumulative Percent |
|--------------|------------|------------|--------------------|
| Male | 231 | 66 | 66 |
| Female | 118 | 34 | 100 |
| Total | 349 | 100 | |

Respondents were predominantly male (66%) (see Table 3.1.2).

3.1.3. Graduation Levels of Participants

The graduation levels of the participants are shown in Table 3.1.3.

Table 3.1.3: Graduation Levels of Participants

| Graduation Levels | Frequency | Percent | Cumulative Percent |
|-------------------|------------|------------|--------------------|
| Secondary school | 33 | 9 | 9 |
| University | 316 | 91 | 100 |
| Total | 349 | 100 | |

When the educational status of the participants is analyzed, it is seen that 9% (33 people) are secondary school graduates and 91% (316 people) are university graduates (see Table 3.1.3).

3.1.4. Marital Status of Participants

The marital status of the participants is shown in Table 3.1.4.

Table 3.1.4: Marital Status of Participants

| Marital status | Frequency | Percent | Cumulative Percent |
|----------------|------------|------------|--------------------|
| Single | 49 | 14 | 14 |
| Married | 300 | 86 | 100 |
| Total | 349 | 100 | |

Regarding the marital status of the respondents, 14% (49 people) were single and 86% (300 people) were married (see Table 3.1.4).

3.1.5. Duration of Survey Participants' Employment at the Institution

The distribution of participants according to their years of employment in the organization is given in Table 3.1.5.

Table 3.1.5: Duration of Participants' Employment in the Institution

| Working Time | Frequency | Percent | Cumulative Percent |
|---------------------|------------|------------|--------------------|
| Less than 10 years | 147 | 42 | 42 |
| Between 10-20 years | 152 | 44 | 86 |
| 21 Years and above | 50 | 14 | 100 |
| Total | 349 | 100 | |

The length of service of the employees in the institution is as follows: 42% (147 people) less than 10 years, 44% (152 people) between 10-20 years, 14% (50 people) 21 years or more (see Table 3.1.5).

3.1.6 Titles of Participants

The titles of the participants are presented in Table 3.1.6.

Table 3.1.6: Distribution of Survey Participants by Title

| Title | Frequency | Percent | Cumulative Percent |
|------------------------|------------|------------|--------------------|
| Officer | 203 | 58 | 58 |
| Chief | 19 | 5 | 63 |
| Manager/Deputy Manager | 18 | 5 | 68 |
| Technical Staff | 67 | 20 | 88 |
| Janitor | 42 | 12 | 100 |
| Total | 349 | 100 | |

Of the respondents, 58% (203 people) are civil servants. The proportion of chiefs was 5% (19 people) and those working as managers/deputy managers was 5% (18 people). Technical staff accounted for 20% (67 people) and janitorial staff accounted for 12% (42 people) (see Table 3.1.6).

3.1.7. Factor Analysis

Kaiser-Meyer-Olkin (KMO) measurement and Bartlett's test were applied for factor analysis. Factor loadings equal to or greater than 0.40 were utilized to determine the number of factors. Varimax rotation was applied and the questions were divided into three-factor loadings (see Table 3.1.7). The factor loadings are composed of Economic factors, Managerial factors, and Psycho-social factors.

In the factor analysis, the KMO value was 0.84 and at the level of $p < 0.0001$ and the Chi-square value was 32111.087. Depending on the indicated values, the scale has a reliable quality. In the normality analysis, since the skewness and kurtosis values remained between -1.5 and +1.5 in the subscales of Economic factors, Organizational/Administrative factors and Psychosocial factors, the factor loadings showed a normal distribution.

Table 3.1.7: Factor Analysis of Motivation Scale (n = 349)

| Scale Attitude Statements | Factor 1 | Factor 2 | Factor 3 |
|--|----------------------|-----------------|--------------|
| 1. The wage I receive for my work is sufficient. | ,480 | | |
| 2. Increasing my wage increases my motivation. | ,704 | | |
| 3. Having a high wage is more important than getting along well with my supervisors and coworkers. | ,744 | | |
| 4. Being praised and appreciated is more important than the wage I receive. | ,453 | | |
| 5. Financial rewards and premiums are more important than coworkers and the work environment. | ,720 | | |
| 6. Financial rewards are the most effective tool to increase my motivation. | ,743 | | |
| 7. I would like to move to another institution to get a higher salary. | ,517 | | |
| 8. My peace in the organization is more important than financial rewards. | ,541 | | |
| 1. My job allows me to use my skills. | | 683 | |
| 2. I use my own methods while doing my job. | | ,669 | |
| 3. Employees are valued at my workplace and I am remembered on special occasions (birthdays, etc.). | | ,618 | |
| 4. I participate in social activities organized with my colleagues outside of working hours. | | | |
| 5. Social activities organized in the institution are sufficient. | | ,628 | |
| 6. Getting along well with my colleagues increases my motivation. | | ,506 | |
| 7. The work I do is suitable for my skills and abilities. | | ,538 | |
| 8. Working with people with whom I do not get along decreases my motivation. | | ,633 | |
| 9. Being praised and appreciated makes me want to work more. | | ,596 | |
| 10. The absence of questioning, pressure, and interference regarding my private life in my organization increases my motivation. | | ,703 | |
| | | ,717 | |
| 1. I am proud to be working in this workplace and I feel belonging. | | | ,427 |
| 2. I find the vocational training organized by my institution sufficient and useful. | | | ,513 |
| 3. Promotion opportunities in my institution are adequate and fair. | | | ,650 |
| 4. Work is distributed fairly among employees in my workplace. | | | ,687 |
| 5. I can easily communicate with my supervisors at my workplace. | | | ,583 |
| 6. I am fully authorized in matters related to my job. | | | ,589 |
| 7. I am asked for my opinion on decisions to be taken about my work at my workplace. | | | ,647 |
| 8. The physical working conditions of my workplace are adequate. | | | ,648 |
| 9. There is no discrimination or favoritism among employees in my workplace. | | | ,793 |
| 10. Disciplinary rules in my workplace are applied to everyone the same. | | | ,807 |
| Accounted Variance | 32,319 | 12,778 | 9,271 |
| Total Variance | 54,365 | | |
| Scale Reliability | ,778 | | |
| Kaiser-Meyer-Olkin (KMO) | ,840 | | |
| Bartlett's Test of Sphericity | X² | 3211,087 | |
| | df | 378 | |
| | p | 0,000 | |

4. RESULTS and RECOMMENDATIONS

In the subscale of economic factors affecting motivation, the highest level of agreement was found in the statement "Increasing my salary increases my motivation". The item "I would like to move to another institution to get a higher salary" also has a degree of agreement. In the subscale of economic factors affecting motivation, the items "The wage I receive in return for my work is sufficient", "The high wage I receive is more important than getting along well with my supervisors and colleagues" and "Financial rewards and premiums are more important than colleagues and work environment" were marked as disagree.

In the subscale of organizational/managerial factors that positively affect motivation, the items "I am proud to be working at this workplace and I feel belonging" and "I can easily communicate with my supervisors at my workplace" were perceived at the level of undecided. The first of the statements affecting motivation negatively, "Promotion opportunities in my organization are adequate and fair", was rated as strongly disagree. Again, the items "Work is distributed fairly among employees in my workplace", "I find the vocational training organized by my institution sufficient and useful" and "There is no discrimination and favoritism among employees in my workplace" were also marked as disagree.

In the subscale of positive psycho-social factors affecting motivation, the items "Getting along well with my colleagues increases my motivation", "Being praised and appreciated makes me want to work more" and "Working with people with whom I do not get along decreases my motivation" were marked as agree and understood to affect motivation. The item "Social activities organized in the institution are sufficient" is rated as

strongly disagree and the item "Employees are valued in my workplace and I am remembered on special occasions (birthdays, etc.)" is rated as disagree.

In a study conducted by Altıntaş (2020: 238) on 341 employees in an airline with 9845 employees, it was pointed out that high-salaried jobs attract employees more. Again, in the study conducted by Ehtiyar and Ersoy (2017: 451) on 210 out of 560 employees working in two hotel businesses, the expression "earning more money" got the highest average among the motivation factors. The income variable pointed out in both studies and the "wage" variable included in the group of economic factors affecting motivation in this study had the highest agreement.

On the other hand, Şükriye Kılıç Aksoy (2020: 101) investigated motivation factors with 207 administrative staff at Burdur Mehmet Akif Ersoy University. Management support from the psychosocial factors group and business culture variables from the managerial factors group affect the motivation of employees at a very high level. Therefore, the indicated findings support the results of the present study.

Based on the findings obtained from the evaluation of the questionnaires, the authors made the following suggestions:

- ✓ The mission and vision of the organization should be adopted and internalized by all personnel. Here, motivation unites the goals of the business and employees under a common denominator.
- ✓ The management should clearly express the business objectives. On the other hand, employees should be able to express their opinions openly.
- ✓ It is inevitable that staff without knowledge, no skills and abilities will fail in their work. Likewise, employees who are talented but unmotivated may also fail in their jobs. Each individual should be employed in a position appropriate to his knowledge, skills and abilities.
- ✓ Individual and team achievements of employees should be appreciated immediately, if possible, without delay and should be shared throughout the enterprise.
- ✓ The social and psychological needs of the personnel should be satisfied to the extent of the organization's power. For performance increase, both the financial and psychological needs of the employees should be satisfied and their skills should be developed.
- ✓ Training programs should be continuous. All employees should benefit from training.
- ✓ A business culture in which employees support each other should be created. Collaboration, especially during the implementation of projects, should be encouraged.
- ✓ The authorities and responsibilities of the personnel should be expanded by the senior management.

In a final word, it is the managers who will increase the commitment of employees to their jobs and workplaces. The motivational tools that will motivate the staff should be used effectively, efficiently and continuously by the managers.

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