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Examining the relationship between job motivation and job performance of industrial workers

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Abstract

It is believed that employees in the industrial sector will contribute to the knowledge of the sector by determining the relationships between their work performances and job motivations. From a corporate standpoint, the key to success, performance growth is not the product of a spontaneous process. In other words, performance needs to be perceived and managed as a strategic issue. In this study, the relationship between job motivation and job performance of industrial workers was examined according to some variables. For this purpose, when there are two or more variables, the relational scanning model, which is the research model aiming to determine the degree or existence of the change between the variables, was used. Statistical models were selected to determine whether the variables were changed together in the correlation model. As a result of the research, the level of team cohesion and organizational commitment of female industry employees in the lower dimensions of the motivation of the employees was higher than that of male workers. In the lower dimensions of job integration and personal development, there was no significant difference in sex. In order to increase the motivation of industrial workers, priority should be given to wage, success, job security, self-improvement, reward and attractiveness of the work and similar issues by determining the tools that motivate the employees most. It is necessary for corporate success to continuously monitor the effects of motivational tools on employees and when necessary to implement new motivational tools and strategies.

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Keywords

Job performance, motivation, employee, industrialist, metal sector.

Introduction

In order to be successful in rapidly changing circumstances, organizations have to adapt to change and it is important that they invest in their employees. The qualified human resource should be motivated to achieve corporate goals and encouraged to reveal their potential. The aim of motivation is to increase the performance of the employees and to ensure that they reach their corporate goals effectively and efficiently [Doğanlı, Demirci, 2014]. Motivation is the power that supports the success of the individual in his / her work and directly affects the performance of the employees [Özdemir, Muradova, 2008]. Motivation is the ability of individuals to act with their own desires and wishes to achieve a specific goal [Koçel, 2003]. According to another definition, motivation is the process of inviting employers to work and convincing them that they will best satisfy their personal needs if they work effectively in the organization. The most important of the human resources functions, perhaps the most important and directing human relations, is also the most neglected in practice [Osterlah et al, 2001].

Work motivation guiding human behaviour in an organisation as a factor that enables the emergence of organizational behaviour and human behavior is always an important part [Knitter & Humpback, 2008]. In the studies conducted by Chang (2003), it is stated that gender does not affect motivation levels, that people's life perceptions increase motivation, and that negative life perceptions decrease motivation.

Motivation can be defined as the examination and arrangement of the conditions necessary for employees to work and be efficient in an eager manner in line with organizational objectives. Motivation is particularly important in terms of being able to employ talented, experienced and knowledgeable people, and to raise their knowledge and abilities to higher levels [Karakaya and Ay, 2007].

Business performance is a concept that is frequently used in the field of human resources management but its boundaries and content are not sufficiently explained [Çalık, 2003]. As an officer of the organization, the managers of the organization have the responsibility of directing and evaluating the performance of subordinates. Performance improvement, which is the key to success in organizational context, is not the product of a spontaneous process. In other words, performance needs to be perceived and managed as a strategic issue. Performance management (performance management) is a systematic approach developed for human management to use performance, objectives, criteria, feedback and recognition in the context of motivating an organization to realize the maximum potential of human resources in an organization [Hume, 1998].

It is possible to mention two basic dimensions of business performance management in an organization. The first dimension is the organizational performance perceived as the totality of the organization and the second dimension is the individual performance [Barutçugil, 2002]. In other words, it is necessary to increase or decrease performance in an organization, to evaluate in an organizational dimension, and to evaluate in an individual dimension.

It is effective that managers cannot predict what the company can achieve with a high motivation. While some additional costs have to be incurred in order to keep their motivation high, unfortunately the economic benefit provided cannot be directly measured. However, motivation aims to increase business productivity on the one hand and to increase the satisfaction expected by employees on the other hand [Osterlah, Frey & Frost, 2001]. In addition, it is possible to attract more qualified personnel to the organization, to keep existing qualified personnel within the organization for a long time, to have employees more efficient and to have a high performance, to have a high motivation [McNamara,

2003]. It is possible to establish a relationship between performance and motivation. Maslow (1970), "motivation and personality" by stating that science cannot be independent of human values; the hierarchical (psychological, security, belonging, love and love, respect and self-realization of the needs of individuals) meeting in a row will lead individuals to motivation. In addition, Frederick Herzberg in the double Factor Theory (Two Factor Theory) stated the importance of the level of satisfaction and motivation for performance improvement [Hume, 1998]. Dissatisfaction at any level in an organization will result in a conflict while reducing both motivation and performance. Non-motivated personnel should not be expected to perform effectively and operate efficiently. It is known that work motivation and work performance increase quality production activities and productivity. In this study, work performances and work motivations of industrial workers will be determined and examined in terms of some variables.

Methodology

The research was carried out in the relational survey model to determine the relationship between job motivations and performance of industrial workers. It is a quantitative study in the relational scanning model. The relationship between variables in the relational model is two types: the correlation type and the comparison type. The correlation coefficient is a measure of the correlation between the two variables. In the comparison type relational scanning model, there are at least two variables and groups are formed according to one of them (independent variable to be tested), while the other (dependent) variable is examined whether there is a significant difference [Crano & Brewer, 2002].

Population and Sample

The working population of the research is composed of metal industry workers in Istanbul. The sample consisted of a total of 302 industrial workers, including 80 female (26.5%), 222 male (73.5%), determined by random sampling method. The "job motivation scale" and "job performance scale" were used to measure the work motivation and performance of industrial workers. These two measuring instruments were analyzed in accordance with the personal data form.

Measurement Tools Used In Research:

Job Motivation Scale

Developed by Aksoy (2006) and adapted by Tanriverdi (2007), 18 Questions, job motivation scale was used. The validity of the work motivation scale was examined by Factor Analysis. According to the data obtained from Factor Analysis, Kaiser-Meyer-Olkin sample measurement was 0.781. Accordingly, the Bartlett's test of Sphericity is significant and the value of 470,77. This result shows that there is a relationship between the scale items. Business Motivation Scale; team harmony consists of four sub-dimensions: integration with work, 'commitment to the institution' and personal development.

Job Performance Scale

In this study, the work performance inventory was used to measure the work performance with perceived organizational support. The scale consists of 16 items and 1 item is included as a reverse encoded question. There are articles on two main dimensions of work performance on the scale. On the original scale consisting of items related to role performance and non-role (contextual) performance 1, 2, 3, 4, 5, 6, 7, 8, 9 number of items in-role performance performance, 10, 11, 12, 13, 14, 15, 16 the numbered items measure out-of-role performance. Kurt (2013) has not been used in our Turkish adaptation scale survey.

Findings

Table 1 – Frequency and distribution of demographic characteristics of industrial workers

| Değişkenler | | Frequency (n) | Rate (%) |
|--------------------------------------|----------------|---------------|----------|
| Gender | Male | 222 | 73,5 |
| | Female | 80 | 26,5 |
| Age | 20-30 old | 98 | 32,5 |
| | 31-40 old | 71 | 23,5 |
| | > 40 old | 133 | 44,0 |
| Education Level | Primary school | 120 | 39,7 |
| | High school | 87 | 28,8 |
| | Faculty | 95 | 31,5 |
| Working Time in the Same Institution | 1-10 years | 114 | 37,7 |
| | 11-20 years | 89 | 29,5 |
| | >20 years | 99 | 32,8 |
| Professional Experience | 1-10 years | 92 | 30,5 |
| | 11-20 years | 76 | 25,2 |
| | 1-10 years | 134 | 44,4 |

When the participants in the survey are examined in terms of demographic characteristics, 73.5% of the sample consisted of 302 participants were male workers and 26.5% were female. This shows that the number of male participants is 222 and the number of female participants is 80. When looking at the age distribution, the majority age range 20-30 32,5% in the age range of 31-40 and 40 23,5%, and above 41 years.

When we look at the distribution of education status, it is observed that 30.9% of primary school 28.8% and 77.8% of primary school education at undergraduate level. The distribution of the survey participants in the same institution according to their working time is 37.7% 1-10 years, 29.5% 11-20 years and 32.8% 21 years. In the distribution of professional experience that expresses the time the participants worked in the industrial sector, 36.7% of the sample consists of people working less than 10 years, 30.6% of the employees working between 5 and 10 years, 30.5% of the employees working between 10 and 20 years, 30.5% of the employees working between 11 and 20 years, 25.2% and 44.4% According to the gender of industrial workers, the data on the level of job motivation are given in Table 2.

Table 2 – T test results on gender of industry employees of the Work motivation scale sub-dimensions

| Dimensions | Gender | N | X | S.D | t | p |
|---------------------------|--------|-----|-------|------|--------|------|
| Team Cohesion | Male | 222 | 14,68 | 3,73 | -2,942 | ,004 |
| | Female | 80 | 16,06 | 3,21 | | |
| Business Integration | Male | 222 | 14,64 | 3,70 | -1,705 | ,089 |
| | Female | 80 | 15,46 | 3,60 | | |
| Organizational Commitment | Male | 222 | 11,21 | 3,08 | -3,034 | ,003 |
| | Female | 80 | 12,38 | 2,56 | | |
| Personal Development | Male | 222 | 11,04 | 3,05 | -1,121 | ,263 |
| | Female | 80 | 11,51 | 3,45 | | |

*p<.05

The lower dimensions of the work motivation scale of industrial workers were examined by gender, and the arithmetic mean of male workers ($x = 14,68$) and the arithmetic mean of female workers

($x = 16,06$) were found in the lower dimensions of team harmony. Among the mean ($t = -2.942, p > .05$) significant difference was found. Team cohesion levels of female employees were higher in job motivation than male workers. When the subscales of business integration were analyzed, the average of the male employees was ($X = 14,64$), and the average of the female employees was ($X = 15,46$). Among the mean ($t = -1.705, p > .05$) no significant difference was found. When the subscales of loyalty were examined, the arithmetic mean of male employees ($x = 11,21$) and the arithmetic mean of female employees ($x = 12,38$) were found. Among the mean ($t = -0.034, p > .05$) significant difference was found. The levels of loyalty to the institution in the job motivation of female employees were higher than that of male workers. When the subscales of personal development were analyzed, the arithmetic mean of male employees ($x = 11,04$), and the arithmetic mean of female employees ($x = 11,51$) were found. Among the mean ($t = -1.121, p > .05$) no significant difference was found. According to the gender of the industrial workers, the data on the performance level of the work are given in Table 3.

Table 3 – T test results for the gender of industry employees of the work performance scale sub-dimensions

| Dimensions | Gender | N | X | S.D | t | p |
|------------------------|--------|-----|-------|-------|--------|------|
| Task Performance | Male | 222 | 33,06 | 13,51 | -3,353 | ,001 |
| | Female | 80 | 38,90 | 12,84 | | |
| Contextual Performance | Male | 222 | 26,15 | 7,43 | ,285 | ,775 |
| | Female | 80 | 25,86 | 9,16 | | |

* $p < .05$

The lower dimensions of the work performance scale of industrial workers were examined by gender and the lower dimension of the task performance was examined by male workers' arithmetic mean ($x = 33.06$) and female workers' arithmetic mean ($x = 38.90$). Among the mean ($t = -0.353, p > .05$) significant difference was found. The level of performance of female employees in work performance was found to be higher than that of male workers. When the subscales of contextual performance were examined, the arithmetic mean of male employees ($x = 26.15$), and the arithmetic mean of female employees ($x = 25.86$) were found. Among the mean ($t = ,285, p > .05$) no significant difference was found.

Table 4 – Correlation values between industrial employees' work motivations and work performance

| | 1 | 2 | 3 | 4 | 5 | 6 |
|------------------------------|-------|-------|-------|-------|-------|---|
| 1. Team Cohesion | 1 | | | | | |
| 2. Work Integration | .65** | 1 | | | | |
| 3. Organizational Commitment | .56** | .67** | 1 | | | |
| 4. Personal Development | .62** | .70** | .70** | 1 | | |
| 5. Task Performance | .52** | .47** | .46** | .42** | 1 | |
| 6. Contextual Performance | .41** | .44** | .46** | .41** | .47** | 1 |

The results of the correlation analysis to determine the existence and direction of the relationship between the lower dimensions of work motivation and the lower dimensions of work performance are shown in Table 4.

As shown in Table 4, there were strong and positive relationships between teamwork and job performance subscales ($R=0,52$ $P<0,001$), work integration ($R=0,47$ $p<0,001$), organizational commitment ($R=0,46$ $p<0,001$) and personal development ($R=0,42$ $p<0,001$). According to this result, the performance of the task will increase as employees increase their motivation.

There were strong and positive relationships between teamwork and work performance subscales ($R=0,41$ $P<0,001$), work integration ($R=0,44$ $p<0,001$), organizational commitment ($R=0,46$ $p<0,001$) and personal development ($R=0,41$ $P<0,001$).

Discussion

Is there a significant difference in job motivations of industrial workers relative to gender? when the findings of the questionnaire were examined, it was found that the level of the female employees' team coherence and loyalty to the institution were higher than the male workers.

Taşpınar (2008) and Smith (1999) showed that gender had no effect on motivation levels. The relevant literature does not support these findings.

The lower dimensions of the work performance scale of industrial workers were examined by gender and the lower dimensions of the task performance were examined.

"Is there a significant correlation between job motivations and job performances of industrial workers?" When the findings of the question were examined, it was determined that there was a positive and meaningful relationship between job integration, corporate commitment, personal development and job performance subscale task performance.

The results of the hypothesis analysis to determine the effects of motivation on performance indicate that there is a positive and strong relationship between motivation and performance. In the study conducted by Knippenberg (2000), Ölçer (2005), Kuvaas (2006) and Kaplan (2007), it was found that there was a strong relationship between motivation and performance. This research suggests that it supports other research studies.

Conclusion and recommendations

The research contributes to the literature in both theoretical and methodological terms. First of all, the concepts of job motivation and job performance are dealt with in multidimensional ways, giving more specific and healthy evaluation of the concepts.

In the research, it is stated that it is important to distinguish individuals from the characteristics of the job itself or whether they are motivated by management practices. Job performance is also considered as a major two-dimensional performance in relation to social relations that are not directly related to the task and work related to doing any work. Today, it is emphasized that the only determinant of job performance is not to do any work successfully, but that contextual performance such as social relations, positive behaviors and contribution to a healthy work environment should be added.

The presence, degree and direction of the relationship between employee motivation and job performance were also determined. A significant, positive and moderate relationship was established between the work motivation of the employees and their work performances. Managers pay attention to employees' motivations and invest in them may mean increasing costs at first, but this investment will be returned very soon, as it will probably produce a performance boost. The relationship between motivation dimension and performance dimension is a positive and moderate relationship. Accordingly, the performance of employees with high motivation is also high.

The following are the suggestions that can be presented based on the results obtained in this study.

In order to increase the motivation of industrial workers, priority should be given to wage, success, job security, self-improvement, reward and the attractiveness of the work and similar issues by determining the tools that motivate the employees most.

Taking into account the needs of industrial workers in order to develop appropriate motivation strategies, continuously monitoring the effects of the applied motivation tools on employees and putting new motivation tools and strategies into practice when necessary are other important issues to be considered.

It is seen that the physical conditions of the working environment are an important element that affects motivation.

Besides, the research result has shown us that there may be any relationship between performance and other variables, such as personal traits, other than motivation.

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Исследование отношений между бизнес-мотивацией и деятельностью сотрудников в промышленности

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Аннотация

Чтобы добиться успеха в быстро меняющихся обстоятельствах, организации должны адаптироваться к изменениям, и важно, чтобы они инвестировали в своих сотрудников. Руководители организаций несут ответственность за руководство и оценку эффективности подчиненных в качестве сотрудника организации. В исследовании отношения между мотивацией работы и производительностью работы работников промышленности были изучены в соответствии с некоторыми переменными. Для этого используется реляционная модель сканирования, модель интеллектуального анализа данных, предназначенная для определения наличия или степени совместного изменения между переменными, когда существует два или более переменных. Не выявлено существенных различий с точки зрения интеграции работы и личностного развития в зависимости от пола. Чтобы повысить мотивацию промышленных работников, приоритет следует отдавать таким вопросам, как заработная плата, успех, безопасность работы, саморазвитие, вознаграждение, а также определение инструментов, которые их мотивируют больше всего. Должны быть определены отношения между различными переменными и показателями, такими как физические условия рабочей среды и личностные характеристики, и должны быть разработаны механизмы для поддержки этих отношений.

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Ключевые слова

Эффективность работы, мотивация, рабочие, промышленники, металлургия.

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