

**EVALUATING THE MOTIVATION EFFECT OF PERCEIVED PERSONEL
PERFORMANCE OF EMPLOYEE ON SPORTS ORGANIZATION
CONSISTENT WITH MASLOW’S MOTIVATION THEORY**

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BY

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This Thesis Has Been Carefully Studied and Prepared To Achieve the Criteria
Required To Complete the Master's Degree in Business Administration

ISTANBUL, June 2021

PLAGIARISM

I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

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ÖZET

SPOR ORGANİZASYONLARINDA ÇALIŞAN MOTİVASYONUNU VE PERFORMANSINI ETKİLEYEN GELİŞTİRİREN FAKTÖRLERİN MASLOW’UN İHTİYAÇLAR TEORİSİ BAZ ALINARAK DEĞERLENDİRİLMESİ

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Bu çalışmanın amacı, Maslow’un İhtiyaçlar Teorisi baz alınarak Türkiye'deki Spor Organizasyonlarındaki çalışan motivasyonunu etkileyen ve geliştiren faktörlerin ortaya konulmasıdır. Araştırmada kişilerin kendi performanslarını değerlendirmeleri ve onların motivasyonlarının organizasyonun amaçları doğrultusunda atılan adımları nasıl şekillendirdiği ve bu etkenlerin başlıcaları işlenmiştir. Ülkemizde daha önce incelenmemiş bu önemli konu ayrıntılandırılarak ortaya konmuştur.

Anahtar Kelimeler: *Motivasyon, motivasyon teorileri, spor organizasyonları, çalışan motivasyonu, spor motivasyonu, kişisel performans ve değerlendirme, motivasyonu etkileyen faktörler, motivasyonu geliştirme.*

ABSTRACT

EVALUATING THE MOTIVATION EFFECT OF PERCEIVED PERSONEL PERFORMANCE OF EMPLOYEE ON SPORTS ORGANIZATION CONSISTENT WITH MASLOW’S MOTIVATION THEORY

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Master of Business Administration

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June, 2021

The aim of this study is to reveal the effects of Maslow’s Hierarchy of Needs on sports organization’s employee motivation related with perceived performance of the employee. Concentrating on this issue where we do not have enough studies in this area -specially in Turkey-will prepare the ground for all researchers in the future related with employee motivation on sports organization. On the other hand this research will be a guide for sports organizations to find the right way to motivate their employee, of course in conclusion with Maslow’s motivation theory.

Key Words: *Motivation, motivation theories, sport organizations, employee motivation, sport motivation, factors affecting motivation, motivation development, performance, perceived performance*



My Dear Family;

*I Am Dedicating My
Thesis To*

*You and Would Like to
Take The*

Opportunity to Thank You

For All Your Support and Love

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I would like to thank my family; my father Aytekin TURAN, my mother Pınar TURAN and my lovely dear sister Melisa TURAN, for their believe in me, for the love they gave unconditionally , for all their support at each step I took all my life along.

Another special thanks from my heart and soul to my dear husband Bertuğ ONDES ,who was always by my side and motivated me as an athlete to finish my thesis for the goodwill of the sports organizations in Turkey for a better motivated highly potentially future...

Aybüke TURAN ONDES

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ABBREVIATIONS

M: Motivation

MT: Motivation Theories

MHN: Maslow's Hierarchy of Needs

HON: Hierarchy of Needs

EM: Employee Motivation

PP: Perceived Performance

SO: Sports Organization

SC: Sports Club

SP: Sports Person

SPSS: Statistical Package for the Social Sciences

N: Number

S: Sample

S1. INTRODUCTION

Sport has existed everywhere in the world from past to present and has developed and transformed itself with global values that have changed over time with different sports. It is usual for people to devote their lives to the appropriate sport for themselves starting from a young age as a healthy life or exercise and thus transforming their sports life into a professional career.

With globalization, job descriptions are changing, job opportunities are diversified, and sports organizations are the types of organizations that develop and advance athletes from different sports. As in every organizational structure, there are teams and units working in the background to ensure that the organization works flawlessly for the common purpose. To make the system work flawless, the needs of the people in the system can be determined and analysed first (Min Lee and Sherman, 2015).

Unlike a company, sports organizations are based on the common goals of athletes, fans and administrative team to meet in common ground. As in every structure, motivation is one of the basic building blocks for development, change, progress and renewal. For this reason, motivation is an important headline in all sports organizations. It is possible for individuals to increase their success in business life, ability to do business and happiness at work with the right motivation. Changing environment conditions, working principles and organizational cultures affect employee motivation and as a result of these effects, finding the factors that improve people's motivation will strengthen all units of the organization.

Companies, institutions, associations, briefly, all organizations are powered by people and communication. At this point, the positive effect of increasing the motivation of the people to the organizations will be undoubtedly strong.

Motivation will improve effective interpersonal communication and thus the quality of the work. It is accepted that employee motivation in human resources based researches has a great place in realizing the targeted missions and visions of companies, institutions and organizations (Viorel, Aurel, Virgil and Stefania, 2009). For the same reason, it will be necessary to examine the factors that affect and improve employee motivation in sports organizations, however, a study in this field has not been found in our country in the literature research.

Based on this view, in order to fill the gap in this field in the literature, athletes, managers, coaches, health team, team equipment, security team, human resources, marketing, media and sales channels of all employees active in the organization of units and areas of motivation between the organizational resources, internal motivation of individuals and organizational structure and the general impression left by the organization in the employee. This goal achievement in the four biggest clubs operating under the principal from the name of the largest sports organization in Turkey (İnegöl Belediye SK, İBB Men and Women Volleyball Teams, Karagümrük Sk, Arkas SK, Altekma SK, Fenerbahçe SK, Merinos SK, Ziraat Bankkart Volleyball, Halkbank SK, Sportoto SK) have been studied factors that enhance affecting their motivation to actively involved in running and based on Maslow's "Hierarchy of Needs" theory.

Within the scope of this research, the questionnaire which was developed to determine the factors affecting and improving motivation was applied to 325 people in Turkey. The participants of the survey were composed of individuals who are independent from each other and actively working in different departments of sports clubs operating in many fields.

As a result of the study, it is concluded that the motivation of the employee, which is declared on the perspective of the supporters of the sport organization, is based on the basic needs such as psychology, security, sense of belonging, and the social needs of the environment. Examining the concept of employee motivation within the scope of sports organizations and identifying the main sources of motivation that affect and improve the motivation of the employees, can help organizations to take a big step in the development of human resources activities that will carry them to local and universal values.

This study mainly covers the motivation of employees in sports organizations. The first of these; The aim of this course is to present a valid motivation model that can effectively strengthen the structure of the organization and that will coincide with the goals of the organization.

Second important point is: part in the determination of motivation strategies for sports-based organizations (clubs) who will work on this subject in the future. The fact that a comprehensive study has not been conducted in line with the factors affecting and improving employee motivation in sports organizations in our country has made it important to include this issue in the thesis and has great value for the development of strong organizations in our country in the field of sports.

1.1 Problem Statement

Humanity needs a reason to show fulfilment to the work they apply sometimes it is the environment, sometimes the brand, sometimes it just the need of work for money or sometimes it is just the success and effort he or she puts all the years within the job they applied. History shows that there is and has always been a way for people to motivate to evaluate them-self and researches about motivation shows us there are so many ways to make this happen for individuals.

The need of competition in each part of life for individuals is a natural drive that made these competitions to move to evaluate in years like today at schools also means education, business life like in companies, organizations like in sports such as sport organizations. Sport organizations have a different dynamic inside that needs a other way of push to reach the goals that are set for the organization. Therefor employee motivation and the drive that gives the need to be able to perform the task is a new source for the research.

Each individual has a perceived performance measured by him/ her-self and a performance measured by the organization. The differences of the results of the performance of employee are important to be able to match them for the goals of the organization. It is more effective in conclusion with the quality of the performance of employee (Macro-think Institute, 2015).

1.2 The Importance of the Study

The importance of the study can be determined in two ways first there isn't any research that includes employee motivation at sports organization specific therefor this research will lead in this field and second it will help sports organizations to develop on the organizational goals in relation with the point of view of the employee's perceived performance.

1.2.1 Academic Research

There are not many researches on Sports organizations employee motivation globally and especially there is less in Turkey in the literature. This research will help this area to grow and to develop for the future research designs about employee motivations effect on perceived performance mainly in organizations that are operating on sports.

1.2.2 Importance of Employee Motivation For Sports Organizational Goals

Organizations evolve and progress with the unification of many units that work in harmony together for the goals of the organization to develop to fulfil their duty inside and outside.. Well-motivated employees are the key for success (Sokro, 2012).

Each organization has that's own balance from down to top this balance protects the organization from external factors and helps to push the steps forward. It is kind of the domino effect eventually the motivation of the employee means higher and better work results. In this point this research will help specially sports organizations to understand the importance of the employee motivation in this area.

2. LITERATURE REVIEW

2.1 Definition of Motivation

Motivation is a result of a drive or a need to follow the path to reach the goal. The term motivation is coming from the Latin word "movere", which could be translated as "to move". It is all around a movement of process to get to a set point. The process and the willingness to show high performance and effort to complete a organizational goal is in a close relationship with the satisfaction and need of the individual (Robins and Coulter, 2005).

Each individual has a different perspective of motivation and performance. It is important to find the drive that makes it lead to a need in conclusion with the motivation theory of Maslow for the organization to set the goals and to get to its goals (Oliveira, Siqueira and Andrade, 2018). There are so many ways to motivate a person to importance of the way is about finding their perception of their-self. The research about employee motivation can be prepared with many options, because it has been always an important topic today and again it was important yesterday too.

The be able to know the main stimulator of the actions is the motivation, it is all about to understand what drives people to get motivated about the job they perform, what kind of techniques, what kind of challenges or needs? It is just fascinating to see and to understand the motivational quotas of life for the employee at organization, because each organization has its own balance inside like a living machine (Barreto, Vasconcelos and Ferro, 2018).

The definition of “motivation” can be broad, and there are many ways to define the term itself, depending on e.g. different perspectives (Figure 2.1). The purest definition it expresses is something that motivates (Merriam-Webster Dictionary, 1873).

The satisfaction of the employee is a key to understand their motivation in the same time for the performance they show at the organization. It can be thought as a big cake with all the including and can't be separated to catch the taste of usual baking for the bakery in this case for the organization (Madan and Jagan, 2017).

To compare and to understand how motivation emergences we have to see the factors that causes the drive to give effort, with that the performance shows itself. The person- in this point- employee must be understood, because the inputs will react to outputs (Pratheepkanth, 2011). This system is a two way system and can be understood and explained with all items including relieving motivation as an outcome of performance for the individuals.

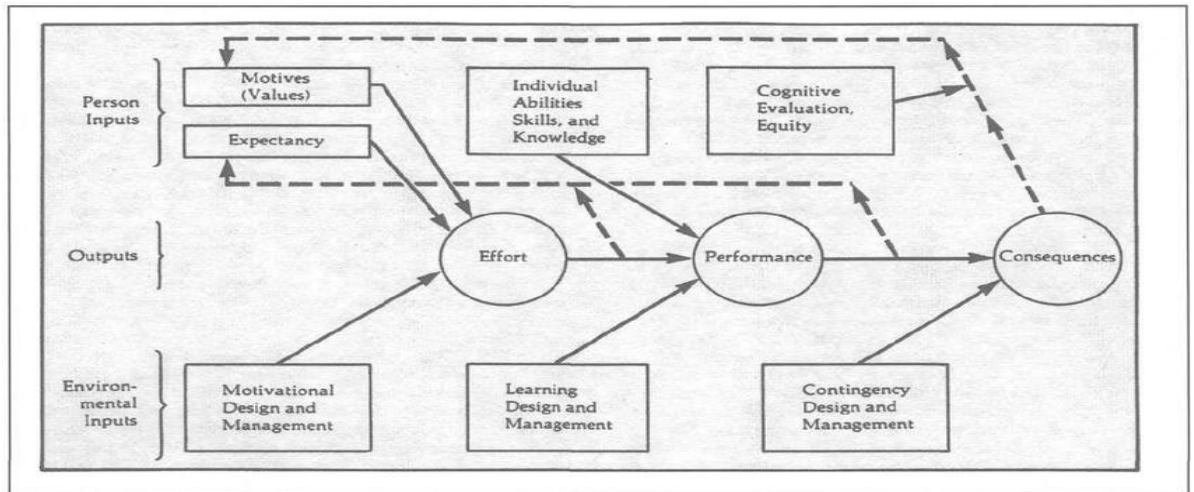


Figure 2.1 Before Definition of Motivation

Resource: Keller's Theoretical Model of Motivation Remodelled at Association for Educational Communication and Technology, Bloomington, Indiana, 1997.

People are trying to understand the source of the motivation the power they carry inside and the energy they let by performing a task. For Maslow there must be a back ground, a need or a drive that push the individual to get to the finish line (Gibsen and Teasley, 1973). There must be a reason for an individual to perform a task willingly and highly motivated with a good focus. Therefore we need to understand this personel need of the employee that can turn to a motivation for the individual (Sheikha and Younis, 2006; Quinn, 2005). This will show an effect of the organization all around, if the motivation is high positively. But how is it coming to point that we show ,that we are motivated. Researches about personal motivation shows us, that it is important to have a level of satisfaction about the work we apply in a point of view of Maslow's Hierarchy of Needs steps; physiological needs, security needs, social needs, esteem needs and self-actualization one of these must be by the employee to have a desire a level of motivation at all it says (Alajmi and Alasousi, 2018).

2.2 Motivation Components

Motivation is a result of a transaction. Expectancy plus instrumentality, plus valence can give us the components of employee motivation for business organizations. Like every formation, motivation is a term that is coming together with a combination of many concepts (Roodbarde, Talepasand and Boogar, 2017).

A person needs a trio of heart, brain and hand, which means a perfect match caught up in mind and soul to believe that a job can be done and it is worth doing. We need goals to accomplish for our self-actualization understanding. (Sanford E. DeVoe and Sheena S. Iyengar Managers theories of subordinates: A cross-cultural examination of manager perceptions of motivation and appraisal of performance, Columbia Business School, 2004)

We force ourselves to be motivated in different ways, cause our personalities differ from each other. So are our efforts performances and outcomes would be naturally dissimilar. Each age circle is showing other reaction form for satisfaction for the ones goal setting and self-actualization (Cattell, Radcliffe and Sweney, 1964). The person whose performance is important to the organizations goal setting can be determined by the organizations needs. Psychological definitions for individuals motivation outputs are closely related with the inputs of the person (Graen, 1969). Motivation can show its-self in different ways for each individual of course, but to have the most wanted result for the individual and all around for an organizations goals, the drives, that pushes the individual to take action are very important in the first step (Figure 2.2). The balance can change easily for the individual and the external or internal factors can have sometimes positive influence or sometimes sadly but negative influence on the individual action outcomes for motivation too (Denison, 1990; Kotter and Heskett, 1992; Truskie, 1999; Schein, 2004).

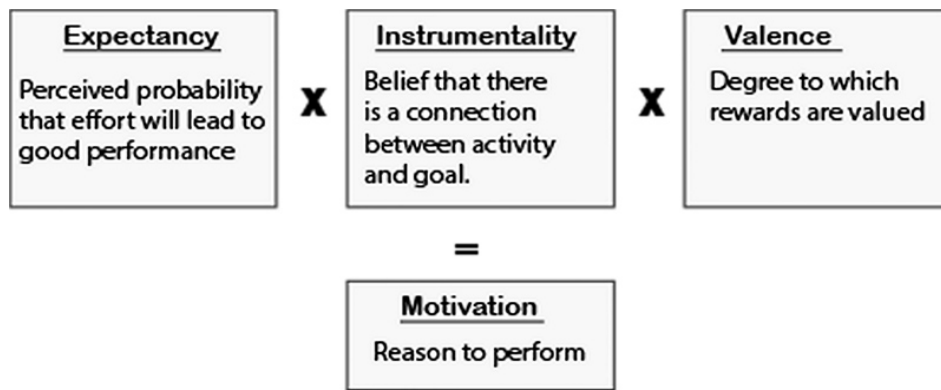


Figure 2.2 Apperance of Motivation

Resource: (Palistha Maharjan Expectancy Theory in Motivation in Human Resource Updated Jan 9, 2018, <https://www.businesstopia.net/human-resource/expectancy-theory-motivation>)

According to Jones and George (2008) the most important three motivation components are direction, intensity and the persistency every individual has a drive or goal that forcer her or him to take action for performance to achieve the goal. Sometimes a goal can be chosen by the individual consciously and sometimes a goal is settled without plan unconsciously by the individual. Of course there are always factor that drives as to set our goals. An employee can be influenced from external or internal factors and both are very effective electives of the individual that are mostly achievable for her or him can be different too but here are the physical also mental situation of the individual has an high importance. The intensity can be determined as the power, the drive or the performance that the individual shows to get to the goal it is set by her or him consciously or unconsciously (Flynn, 2013). It is not objective in this case and can be analysed subjectively about the individuals physical and emotional stability. Persistence is in other hand another power of a person maintain her or his motivation in each condition or timeline that can be not stable all the time and can make a pressure to the individual (Robbins and Judge 2013).

Motivation is not the only way to succeed maybe, but it is a big influence of success all around the organization starting with the one employee. Like domino stones ones high motivation can affect others around the one positively and higher the stuffs motivation level all together in the organization employee motivation part.

2.3 Motivation Theories

In this section of the study, the theories of the motivation will be explained and analysed. Back in history and still today there are many researches about the term motivation its-self. The theories of motivation in the other hand are a popular area studied by many today too (Figure 2.3). Cognitive and behavioural theories are determined by big psychologists and other important researchers (Vanagas and Rakšnys, 2014).

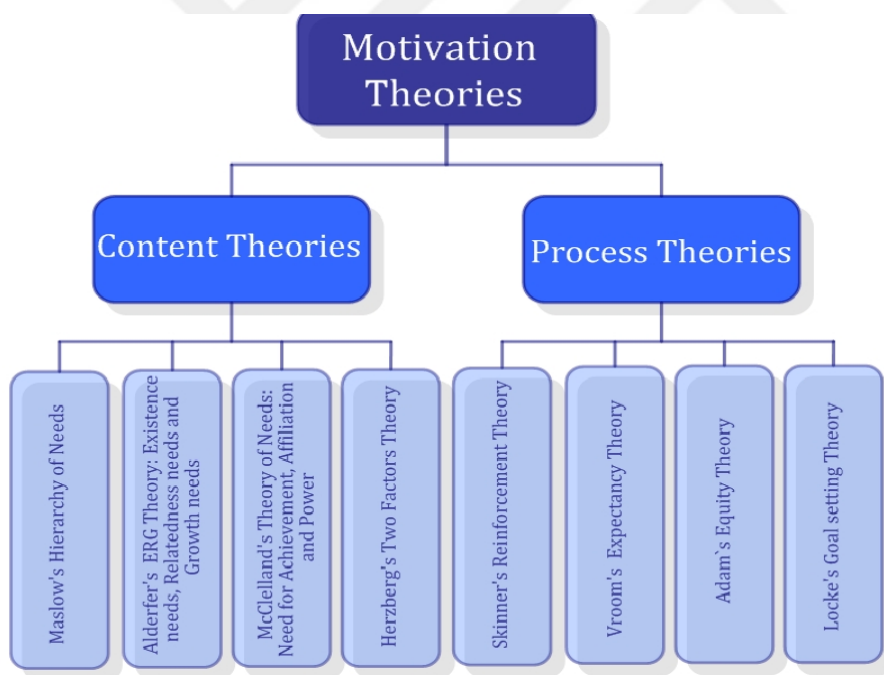


Figure 2.3 Motivation Theories

Resource: https://regi.tankonyvtar.hu/hu/tartalom/tamop412A/20110023_Psychology/030300.scorml

There are well known eight theories, which are examined in two groups. One group is the “Content Theories” and the other is the “Process Theories”. Content theories are explaining what motivates people mostly and tries to understand what drives, needs or goals for the individual is. This theory group is represented by Maslow, Alderfer, Herzberg and McClelland, they all studied motivation from content perspective. In the other hand process theories studies more related with the “process” of motivation and mostly are interested in the question “how” motivation emergences (Taylor, 1911.).

It is not very easy and possible to show just one theory about motivation to explain how motivation evaluates as an outcome, because everyone has a unique character. In conclusion with this that is normal to test and to try to find the best fitting theory for the individual’s motivation concept. The role that’s owned by the individual at her or his perceived characteristic can lead us to the need for motivation. In this point it would be easier to find this challenge, which is worth to show performance for the aimed goal (Miner, 1993).

At this point, the motivation to reveal the impulse needed by the person to perform the required performance will create motivation for the organization its-self (Linh Nguyen, 2017).

To summarize, in this section, we will examine the motivation theories in detail in two groups and then talk about the theories created by valuable psychologists and scientists. After that we will go deeper to one of the most important content theories that are Maslow’s Hierarchy of Need’s, to determine our main issue about the employee motivation in sports organizations. Finally at this part of the study theories will be compared and explained too.

Related to employee motivation for sports organizations this is a main and important direction for perceived performance of the individual's role for the organization (Pincus, 2006).

One of the most well-known theories is as shown in the literature is the famous motivation theory of Maslow, which is called Maslow's Hierarchy of Needs (Maslow, 1954). His master piece has been published in year 1954 .This was a big article he made from many researches and papers during 13 years and lot of work under a other name, that was "Motivation and personality". "A theory of motivation" is a part of it and appears in chapter 5 and classifies people needs in 5 well-known categories: physiological needs, needs of security and safety, social needs, needs of self-esteem and the needs of self-actualization (Ryan and Deci, 2000).

2.3.1 Maslow's Hierarchy of Needs

From past to present, many motivation theories have been put forward, the most popular or well-known among them is Abraham Maslow's 'Hierarchy of Needs' and served as the cornerstone of many researches from its time to today (Gambrel and Cianci, 2003). Maslow designed a pyramid Needs The pyramid designed by Maslow has listed the basic elements in groups, that are necessary for people to be motivated to have the drive or need, which will lead them to perform for the goal they set or on this topic specially for the organization.

A person's perceived performance and motivation has connection with five elements listed at the pyramid (Figure 2.4) and they must be satisfied so individuals can take action to complete their inner challenges.

From ground, up to the top the pyramid of hierarchy of needs has five main steps which are: physiological, safety, love and belonging, esteem, and self-actualization (Pichere and Cadiat, 2015).

The components are building a motivation model all together for the individual in a different view from Maslow. According to Maslow many people are not aware about their needs. So he designed the hierarchy of needs pyramid to show the individuals hidden drives inside to the outside (Sachs, 2019). Each need is important but some are affecting the life quality of the individual as a human being and that makes them higher the priority of the needs.

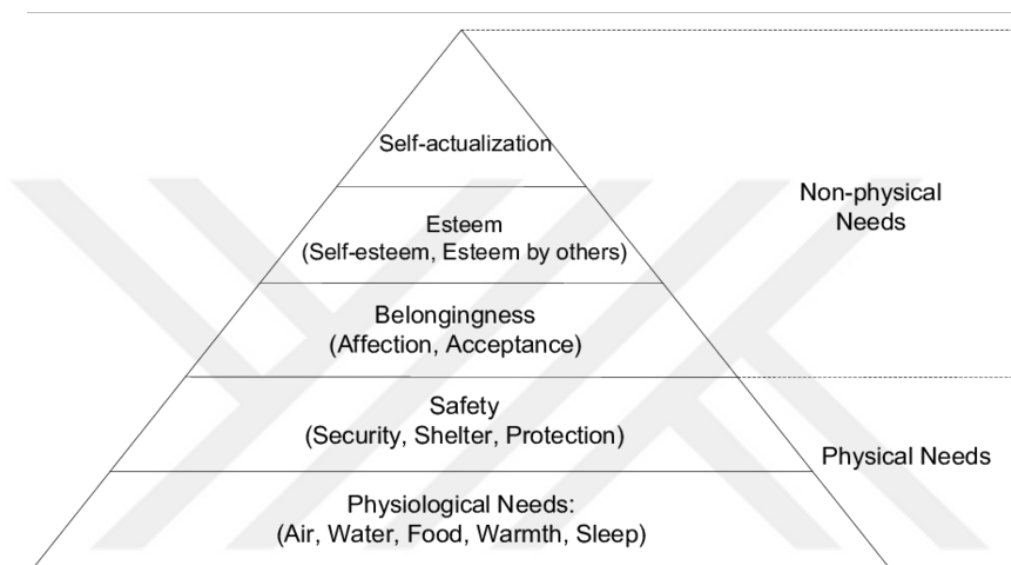


Figure 2.4 Maslow's Hierarchy of Needs

Resource: Uploaded by Salinee Santiteerakul https://www.researchgate.net/figure/Maslows-hierarchy-of-human-needs_fig4_269702719

Abraham Maslow has shown and described his idea of content about individuals' behaviours with his master work "hierarchy of needs" in five important steps:

1. Man is a human is an insatiable being –Maslow says that individuals have many needs that cannot be satisfied from only one hand in general, but in can be satisfied in one point specific in relation with the drives importance level as in the pyramid. A man needs will continue to grow to emerge from the beginning of his life to the end.

2. The hierarchy of needs –The needs of each individual are different, human needs can be listed, and some needs have priority over others. In this part we say that the hierarchy of needs show us the importance level of the needs.
3. Emergence of needs – A persons needs at known step at the pyramid comes forward, if the needs from below steps are well satisfied.
4. Development and progress of the needs – If a person's needs changes at the steps of the pyramid from bottom to higher steps it can be interpreted for the individual as; the need of the individual at the down level is less important than the need at the upper level.
5. Withdrawal and domination – For needs to emerge in higher priority the need at the below level has to be satisfied in a certain percentage for the individual self- estimate, but the need doesn't has to be satisfied completely. Individuals can show acceptancy behaviour for the drive of need. Maslow says that it is possible for the individual to change between the steps at hierarchy of needs in conclusion with the importance of the right drive and the permanent satisfaction of the need its-self.
6. Turn on to activate, to motivate–Up to Maslow's opinion, unsatisfied needs are affecting the behaviour of the individuals, in main area of motivation. In the same time, the opposite position for the individual, a fully satisfied need of the individual can't be reflected at the behaviour level of motivation. Also the satisfaction of the need from lower level of the needs at the pyramid will lead to a higher level of needs as soon as the lower one is satisfied in rule for the individual inside.

7. Physiological needs are the most important ones—Maslow's Hierarchy of Needs starts at the bottom line with the physiological needs. The physiological needs are the most important key for the motivation of the individual. Some needs like the inner affecting ones as physiological needs should be satisfied on primarily basis.

8. Self-actualization can never be achieved – At the top of Abraham Maslow's pyramid the HON is the need for self-actualization. Self-actualization is the hard part of the hierarchy and is very complex to satisfy this need for the individual.

Abraham Maslow's Hierarchy of Needs has five levels at the pyramid and the categories are listed and explained below as at the original one:

1. Physiological Needs: On ground of the hierarchy are the needs, which are basically the physical drives. Physical needs are the needs for water, food, sleep and warmth. These needs are very important for an individual to survive as Maslow mentions. For a human being the physical needs must be satisfied first at all to live a long and can be identified with a location in the body or independent. A person can't live without food and water or without resting in the first place. As Maslow has said, "It is quite true that man lives by bread alone—when there is no bread."

2. Safety Needs: On the second level of the pyramid are the safety needs. After physiological needs are satisfied in a valid rate for the individual the needs of safety comes forward. The safety needs are about the safety of the individual's, which consists of physical safety against an accident or a criminal assault or any possible danger such as fire that would lead to stress, insecurity, fear or depression or frustration for the person.

In this level it is most likely not possible for the individual to move to the next level before this one is satisfied. In short term, the individual must feel safe emotionally and physically.

3. Social, Love and Belonging Needs: An individual needs at first to satisfy the physical and safety needs, but after these levels it comes to the social, love and belonging need. Social needs are the relationships, belongingness and love we share with the world around us. People are socialized beings and they need connection to other people or social groups. These steps are the steps of the human relations and a big need for the individual. Social needs motivate the individual in a high priority too. Being accepted and appreciated by the environment creates a positive effect on the individual.

4. Esteem Needs: On the fourth level upper on the steps are the esteem needs. On the hierarchy esteem needs are representing the ego needs. Esteem needs are sorted and explained from Maslow in two groups. These two groups are the self- esteem needs, esteem for others. Self-esteem need are for the self-reliance, self- respect, confidence, competence, freedom, believe or feeling of the personal worth and independence. In the other hand esteem for other people are the needs for power, promotion, awards, position, status, prestige, recognition, etc. These kinds of needs can be satisfied at work at school or in other groups, whose have similar drives.

5. Self-Actualization Needs: The need of self-actualization is the highest level of the pyramid. On this level the need reflects our inner desires hidden wishes waiting to become true for our self-evaluation. An individual needs or wants always to be more and this situation about wanting to be more is a continuously self-development.

Maslow made groups of these separated main topics of his hierarchy pyramid and organised them from bottom to the top, within an importance level of course. The higher ordered need are possibly can be satisfied from inside and the lower ordered need are mostly satisfied from outside. This theory shows us, that individuals mostly satisfy their physiological needs first and if than the physiological needs are satisfied it will come to the safety needs in relation with the individual's behaviour. The drive to take action or to show willingly motivated self of the individual is in a positive relation with the needs mentioned. In opinion of Maslow the behaviour is a result of the satisfaction of the needs and can only be controlled or shown with the certain level of the completion of the need inside of the individual within the external or internal reasons as a one big complex building.

Evaluation of Maslow's Theory: To understand the human behaviour, many researches have been completed. M's theory was an evolution in this point and helped to understand the individual's behaviour from a different way of view with the hierarchy pyramid. The theory includes very important knowledge, which unlighted the darkness about the human behaviour and is still one of the most popular themes around the world, when it comes to individual behaviour, needs and motivation. For Maslow a need must not be fully satisfied to see the individual perform a high potential of motivation that will reflect on her or his behaviour. His theory helps even today us and shows the path for each researcher to understand the drives for motivation and about a person's behaviour. Maslow's theory shows us how and why people beave differently in as a part of his view. The internal and external effects that have power on the individual are coming out as a result of the drives of individual. Each character has her or his own drive and to that motivation style too.

Motivation ways are combining with the drives like a symphony together and this situation pushes the person to take action. Every individual is different and therefore the needs of each individual are naturally different too. For Maslow the level of hierarchy steps are planned and sorted in order of priority and there are important needs for the individual in each layer. After many years of research MHN has come as a result of hard work to science to people to understand human behaviour more than before. The Hierarchy of Needs can be used for each research area about motivation of individuals in the industry, company or organization (Urweiler and Frolick, 2011). Researches about human behaviour are still today a huge topic and Maslow's HN is even now after so many years one of the first steps to take.

If we can understand how a person thinks or what he needs, then we can push him to the urge to move to follow the desire he has to address this need to reveal the desire as the result. This is only possible, when the individual is satisfied in a certain level of his needs as Maslow explains in his master work (Poston, 2009). Maybe it is not perfect or not only one, the theory, but for sure it is unique and valid still today and is used actively all around the world from many different researches to understand the meaning of human behaviour and act style.

This theory has a big influence of psychological developments at first of course, but it also helped organizations to produce to develop and overcome issues in point of employee motivation and individual performance. Personal actions affect the company or organization and can lead to damage or in positive awareness to success.

To set a goal and to get to that goal organizations are connected to their employee or supporters. In the end it all depends on people, individuals starting from one to many. MHN is the key to start understanding individual's behaviours and to find the drive, which will push the individual to take action (Sadri and Clarke, 2011).

There are even today different opinions about Maslow's theory, especially about the five steps of the pyramid and their order of importance for an individual. He had empirical support in one point and research shows that generally the steps are valid for human behaviour even the line of the steps are not as emerged as Maslow shows the results of the drives and a satisfied need is motivation itself as the powerful outcome. Cultures, religion, nation, race, life styles, education, family, friends and etc. everything can be a reason for the individual to show a unique behaviour from another, which is perfectly normal, because the importance of one level at pyramid can be more important for someone than the other. As example a person who doesn't had the feeling of belonging to somewhere or someone in his childhood and who couldn't have a family by growing up on his side as a support and source of love is likely so seek belonging and love in the higher importance level to show action with motivation. In the same time success and money can be more important for someone who never had the money to buy what he needed to live happy and rich instead poor and sad in his mind.

These observations are different for each one of us. Importance of a step of the individual in the theory of Maslow is deeply connected with our personality's backgrounds, cultures, physical and psychological connections.

Human behaviour is a never ending topic that is always in the central of top researches all around the world, because it leads to power to understand and control challenges, drives, needs and motivation in connection with everything around us, with us. If we can understand or find the reason behind the behaviour, then we can motivate, evaluate and cultivate for the positive motivated future in organization starting with one person for many.

As last it is logical and good designed to understand human behaviour MHN is an important piece for the research. Fred Lathan's has observed, "Does make a significant contribution in terms of making management aware of the diverse needs of humans at work. The number and names of the levels are not important nor is the hierarchical concept. What mostly important is the fact that humans in the workplace have like every human being different drives and needs from each other one can be motivated externally and the other internally.

2.3.2 Alderfer's Erg Motivation Theory

ERG motivation theory is a motivation theory that is a simple version of Maslow's Hierarchy of Needs designed by Clayton P. Alderfer in 1969 (Ball, 2012). Alderfer has re-designed the human needs theory of Maslow and reduced from five needs into three general grouped needs. He categorized the needs as; Existence, Relatedness and Growth. These main groups had all the material inside and physiological desires as air, water, food, clothing, safety, physical love and affection.(Arnolds & Christo Boshof, 2002). Basically is the theory like Maslow's Hierarchy of Needs one of well-known motivation theories around the world.

The theory of Clayton Alderfer has more attention on the material needs of human and has been specially expanded in the hierarchy with a bigger field (Alderfer, 1967). People have to feel safe and material needs are in relation with this drive a little more in foreground.

Each company or organization has that's own culture. This evaluation of organizational culture can be effected from internal that grows naturally or with external effects from outside helps developing within the organization. People are part of the organizations and their needs are in some points the organization's needs.



Figure 2.5 Alderfer's Motivation Theory on Table Content

Resource: <https://motivatingyouremployees.weebly.com/motivational-theories.html>

Human behaviour is a big difficult puzzle to solve and many researchers are still working on this subject. People's desire to exist develops naturally with the urge to survive and progress with us from the beginning of birth. Existence needs, relatedness needs and growth needs can be developed to positive with satisfaction and progression or can be blocked with frustration and regression. Satisfaction of a need can lead to strengthening a person's believe in himself for higher motivational action in higher performance that would come out as a result of his behaviour. First of all we need to satisfy our survival needs to be able to look inside for out other needs like self-esteem needs or social needs like proving our self to the family, friends or to our boss. External needs come forward after internal needs but not step by step like Maslow's theory the difference is the needs can be satisfied simultaneously.

In conclusion with this theory it can be said that the content helps us to understand human behaviour from a different perspective than Maslow Hierarchy of Needs. The difference show itself especially at the three steps Clayton Alderfer made to explain his motivation theory.

Satisfaction is a result of a need that can be fulfilled with the desired inputs or outputs of the individual and each need is important without a ranking, but one need can't be included in the comparison because this is a necessity of action arising from a basic need, that are material needs to protect our physical needs.

2.3.3 Herzberg's Two-Factor Theory

There are many different motivation theories globally researched by professionals. Frederick Herzberg's Two-Factor Theory is one of them that is simplified in two main steps for the individuals (Table 2.1). His research was conducted about two hundred engineers and accountants of Pittsburgh area in the United States of America. Each individual, who were asked the following two questions, has gave the theory the main idea. The questions were:

1. What is about your job that you like?
2. What is about your job that you dislike?

The answers to these simple two questions above made the main steps of Herzberg's theory to evaluate and to develop for the results. For Herzberg the prevent factors, that cause dissatisfaction are known as hygiene factors as first point. In the other hand the factors that cause positive effect on the job satisfaction of the individual can be determined as motivators as outcome of these questions. The motivators are sorted as; achievement, recognition, responsibility, advancement, opportunities for growth and the work itself.

An individual's satisfaction about the job he performs is a positive motivator relevant with the achievements and goals he sets for him-self. Recognition is a high motivation for a person. It is part of self-recognition and different from outside affected recognition. All these stages combined with external and internal factor that can move a forward in positive way too.

Table 2.1 Frederick Herzberg's Two-Factor Theory

Motivator	Hygiene Factor
Work itself	Company and administrative policies
Achievement	Supervision
Recognition	Salary
Responsibility	Interpersonal relations
Advancement	Working conditions

Resource: [https://www.researchgate.net/figure/Herzbergs-Two-Factor-Theory-of-Job-](https://www.researchgate.net/figure/Herzbergs-Two-Factor-Theory-of-Job-Satisfaction_tbl1_241707628)

[Satisfaction_tbl1_241707628](https://www.researchgate.net/figure/Herzbergs-Two-Factor-Theory-of-Job-Satisfaction_tbl1_241707628)

To achieve the given steps for positive motivation, individuals must have responsibility for their-self and for the other around them including their organization they work for. To show a good level of performance they need to see an opportunity for growth for self-actualization. Growth is a need for everybody in some area they see the worth the opportunity. To achieve something would have big positive influence of an individual. On the other hand as positive effects there is a negative effect to. Herzberg organised this effect in one hand as the hygiene factors, which can have a negative influence of an individual (Figure 2.6) (Wall, Stephenson, 1970). The difference was that Herzberg has not include money a big drive or neither as powerful motivation and this was a huge difference comparing the theory with Maslow's and Alderfer's. Herzberg designed his theory form a perspective of a country that is a leader and a higher level in economy. This caused another question to appear. Was it really a theory that could be adapted to each country or each culture with different circumstances? It can be determined as a leak of the theory and still there are many arguments about theories validity and apply ability (Amoako, 2011). It begins with "I" as the individual a person can make a great difference in an organization from one to all, so it ends with 'we' for the organization. In organizations "high-performance and organizational cultures relations" are an important issue (Stello, 2011).

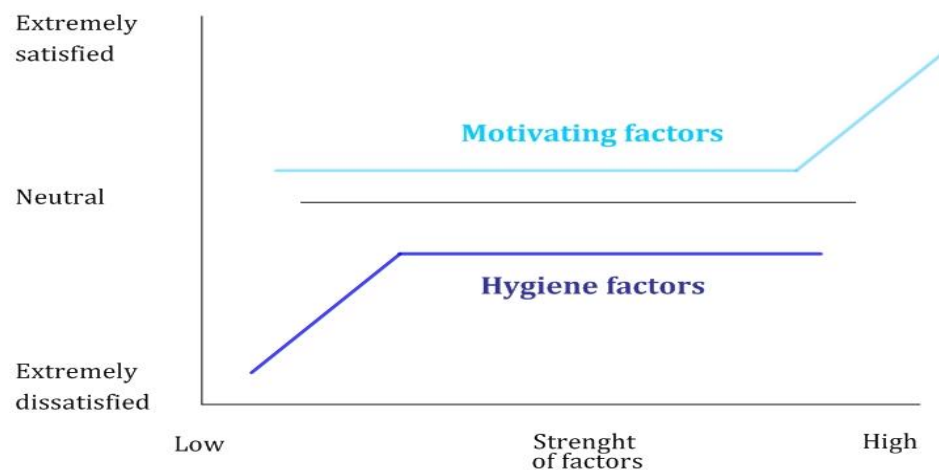


Figure 2.6 Two-Factor Theory

Resource: https://regi.tankonyvtar.hu/hu/tartalom/tamop412A/20110023_Psychology/030300.scoml

Figure 2.6 is in a best way a short understandable version simply applied Herzberg's Two Factor Theory (Alshmemri; Shahwan-Akl and Maude, 2017). In summary, this motivation theory has been tested on a specific region and its results can only be evaluated region by region.

2.3.4 Mc Clelland's Theory

Another motivation theory is the theory of David McClelland, who was an American Psychologist. This theory has three very important aspects as he explains in his book "The Achieving Society" published in 1961 (McClelland, 1987). Here McClelland rights about achievement, power and affiliation as the three main goals of an individual as a must for the motivation (Lilly, Duffy, Virick, 2006).

The difference from other motivation theories is the perspective is a hard rock that famous psychologist builds his research on. It is understandable, like all living beings humans evaluate with time and their life experience is growing too (McClelland, Koestner and Weinberger, 1989).

Needs are changing and measurement paradigm is a big question with these changes to understand the human behaviour under the motivation drivers (John Raven, 1988). The specific needs of an individual are mostly acquired with time and can only be shaped with the individual's life time experience (Burnham, 2008). In same time McClelland also declines, that even we are from different cultures, genders or ages that we all have the same three motivating drivers (Figure 2.7). These drivers are for everybody (McClelland, 1985):



Figure 2.7 McClelland's Motivation Theory's Elements

Resource: <http://www.free-management-ebooks.com/news/wp-content/uploads/2016/12/m4.png>

This motivating driver is called also the dominant motivating driver, which is influenced by our culture, our lifestyle, like family, friends and experiences. McClelland made his researches on these bases in conclusion with managerial context. Below are the three important main motivator groups for this motivation theory (McClelland, D. and Burnham, 1977, Harvard Business Review, 2001):

1. Need Achievement: For these people, it is important to have moderated level difficulty, in which they can show their-self individually. They would put the right effort for see a positive feedback. Their goal is to achieve, like a much wanted position at work place, a hierarchic level leadership.

Money is important too but less than to receive praise or be to be promoted and achievement it-self is much more satisfying for them. Their need is to improve to be better. It is a plus to be challenged for learning new things to evaluate for achievers. Comparing and understanding people whose motivator is achievement and the group of people who are most likely are more ambitious or willing to achieve was an important theme under psychologists too and there were test developed to understand the process or better common ideas reason of achievers “Thematic Apperception Test (TAT)” is an test model, that was developed by psychologists Henry A. Murray and Christiana D. Morgan in the 1930s to understand ambitious people motivator and what drive them to feel the need and to take action at Harvard University. People who are motivated by achievement are more likely able to take risk and actions to get to their ideal finish line for their work plan (Adrian M., Michael, Stahl, 1984).

2. Need for Power: People whose motivator and big need is power it is more important to feel component about group or team works in relation with win or lose content. Individuals with this need, they like to compete, to be the leader or influencer of the group, to control and as leaders of course to lead. In the same time it is an organised well planned group of people, who pay more attention to discipline at the work place about the rules applied for success. At Fishbein’s research about predicting human behaviour to have an better understandings about human behaviour and the drivers that can push an individual to a specific behaviour action as a result are giving us rich useful results too (Wiley,1967). In an organization this can be applied mild and positive. Individuals who seek power as a need, they can be a motivator for another too. (Osemeke, Adegboyega, 2017).

They can help the organization or departments accomplish a task in a shorter term and faster by leading to feel the power of “winning” and to take action by arguments or competitions. We can say that overcoming issues or arguing is just a little price for the prestige and the feeling of becoming one step ahead than others

3. Need for Affiliation: Individuals, whose bigger drive is affiliation, enjoy being part of bigger groups and share the friendship, energy, effort made together as a team. They don’t like to play big and take risk at the organizations. It is most likely they stay bounded to the rule of the organization, in other term “norm” and don’t try to change them by showing argument or power. Getting in the shape of the organization they work for is not an issue, because to be lead is neither one. People whose need is affiliation it is more important than the other two groups to collaborate and success as one together. “They seek to work in groups by creating friendly and lasting relationships and has the urge to be liked by others”(Sonia Kukreja, 2013). Rejection is a big fear for the individual whose need is affiliation. Individuals with the need of affiliation show good performance or work better in social relation needed too.

2.3.5 Adam’s Equity Theory

Another well- known motivation theory is the “Equity Theory” (Figure 2.8). This theory was a result of the research “Social Exchange” by the psychologist John Stacey Adams in 1965 (Soós, Takács (2013). The main idea of this theory is that people are more motivated and showing better performance when they are treated equally about their performance and the reward system at the organization without any discrimination. Equal treatment can motivate anybody like children in school or grown-ups at work (J. G. Hook, T. D. Cook, 1976).

As example for the organizations employee work performance inside the individuals mind the work he does and the performance he shows and the salary he has as an outcome should have a plus to perform better or other-wise the employee.

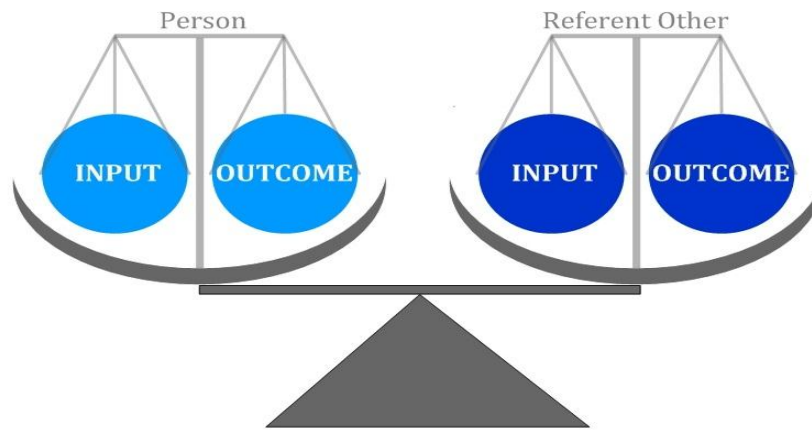


Figure 2.8 Adams' Equity Theory

Resource: Author's own figure, Juliánna Katalin Soós, Ildikó Takács (2013),

https://regi.tankonyvtar.hu/hu/tartalom/tamop412A/2011-0023_Psychology/030300.html

The research supports predictions about human behaviour in the field of individual's need of equity. Some researchers arrived to conclusion, that the theory has a 'unsatisfactorily demonstration' when it comes to overpayment, but all around it is well designed in the area of underpayment in organizations.

Another important point is that Adam's "Equity Theory" includes all around the dissatisfaction inequity issues inside his theory about the individuals perspective of need, that can help an organization to understand that employee to evaluate to motivate for a better designed and successful organization. In this matter it should be recognized bar to mission of an organization and vision of an organization can be leaded with the help of the employee and the demand of the employee about needs with motivation (Pritchard, 1969).

The contribution of the theory that has been examined in this way to the literature and field studies cannot be underestimated. All around it can be accepted, that the theory of Adam's has some similarities with Maslow's and Herzberg. It has been criticised, that the theory could be more effective, developed and different, because it holds a "procedural fairness" inside it (Robert Folger, 1986). It is normal for individuals too feel better at equal treatment in all areas and this makes the theory understandable.

In conclusion the theory thinking for today's organizations is logical but not enough; when it comes to equity, because it shouldn't be subjective. It is not something very new but yet it is still something today people argue about. The term equity means alone a lot and is a strong term but even in this point thinking about an equity that applies in some Is it really possible to achieve an organizational goal with an equality that occurs only under certain conditions or is only conditional can be a sufficiently objective in approach, and in this context, a motivation type that is sufficient to satisfy an individual's desire for the concept of "need of equity" is a subject that is still leads a to bigger questions considered.

2.3.6 Vroom's Expectancy Theory

Victor Vroom's "Expectancy Theory" is a different interpretation and whole new view than Maslow's and Herzberg's motivation theories in the field of individual and organizational employee motivation. It is about expecting someone something as wished or imagined. Montana, Bruce H. and Patrick J; Charnov, are saying that: "This theory emphasizes the needs for organizations to relate rewards directly to performance and to ensure that the rewards provided are those rewards deserved and wanted by the recipients." in their Barron's Educational Series Management Book 4th edition written in 2008.

As example if an employee is only motivated with his salary maximizing and expecting to be promoted with an higher income, than this person won't be as motivated as another one who is highly motivated by a shift change for the same money but less working hours, when he is tolled that he doesn't have to work for weekends. (Seongsin Lee, Vroom's expectancy theory and the public library customer motivation model, 2007). It is all about an individual and his expectancies. More specific it is not easy to guess what someone needs exactly to be motivated. Another positive evaluation or development in the organization that's goal is to motivate employee can affect a person in the other hand negative too. To understand the influence of drivers which are leading an individual to motivation and better performance are mostly hidden and not easy to guess without a clue (Leonina Emilia Suciu, Maria Mortan, Lucreția Lazar, 2013).

Vroom's theory has three main important areas. These three main titles are the; Expectancy, Instrumentality and Valance. From effort to motivation to understand the process and to see the theory better and closer it is also explained on Figure 2.9.

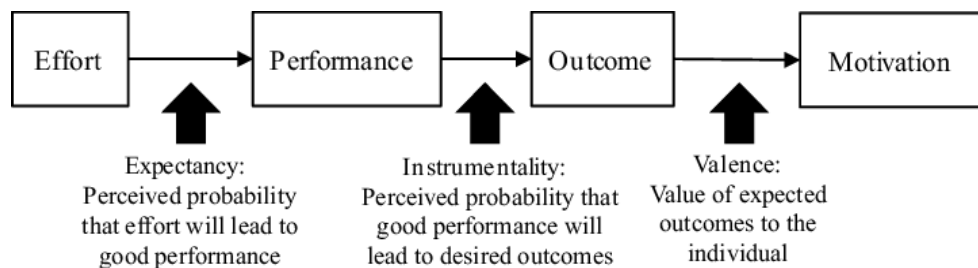


Figure 2.9 Vroom's Expectancy Motivation Theory

Resource: https://www.researchgate.net/figure/Vrooms-1964-Expectancy-Theory-adapted-from_fig2_309280058F- uploaded by Nathaniel D. Line Vroom's (1964) Expectancy Theory from: <http://faculty.css.edu/dswenson/web/OB/VIetheory.html>

Expectancy is the door between effort and performance that can come out as a result of a probability. Vroom (1964) explained expectancy as a subjective term with symbols as an probability that we choose that is worthy to take action or showing effort (e) to lead to an outcome that's result is performance (p) and showed this process as in short version: $p \rightarrow e$. "Expectancy has also been measured as the perceived relation or correlation between an action and an outcome"(Van Eerde and Thierry, 1996) Another difference about the Vroom's motivation theory is that expectancy has been shown as a subjective odd that's outcome as effort can lead to the outcome of the wanted performance or as second option as a second-level outcome (o) expressed as $e \rightarrow o$. If there any other outcomes that leaded expectancy with instrumentality to another version of performance outcome of expectancy then this is a perception too ($p \rightarrow o$).

When we go on the figure we see the performance and outcome there between lies instrumentality as the key of performance to reach the outcome (Wendelien Van Eerde, Henk Thierry, 1996). Again it is a perceived probability that a better performance can lead one to a well desired outcome. (Ilgen, Nebeker, & Pritchard, 1981; Pecotich & Churchill, 1981; Schwab et al., 1979; Tubbs, Boehne, & Paese, 1991)In the last section lies the valence. Valence is poison to transform the outcome to motivation that comes with the price. It is the value of expected outcomes subjectively just for the individual.

At least the criticism about Vroom's 'Expectancy Theory' (1964) are mostly understandable when it comes to predicting and expecting something specific and very subjective to apply for an organization to evaluate. (Behling, Schriesheim and Tolliver 1967). Thinking individually is helpful when it is in the same time useful for the organization is, but it can be hard to apply for an organization.

2.3.7 Skinner's Reinforcement Theory

Motivation theories are growing each day. More people are interested in the human behaviour and the drivers that can lead an individual to be motivated as result. This alone begins with a single individual and affects many. Especially in organizations for the area of employee motivation first the motivational concept begins with one but as domino stones can make others follow the one (Wei and Yazdanifard, 2014). It can make a great difference in the organizational motivation for organizational growth and goal settings.

Personal performance in the organizational concept can make a change. Positively or negatively employee performance is a serious topic in all companies and organizations. A highly motivated employee can accomplish with a better performance faster or more effective work. This can help an organization for maximizing their profits or goals in the market.

Organizational culture changes in each organization and so are the employees motivation ways for the organization unique and begins first with the needs of an employee and then grows from one to others if it is used correctly with the right drives.

Skinner's reinforcement motivational theory is one of the oldest motivation theories in this area. He specially focuses on the behaviour of an individual and explains mostly how an individual behaves in mainly situations. (Skinner, 1973)

Different from other motivational theories Skinner focused on more of the environment of an individual that affects his behaviour as an outcome (Gordan and Krishanan, 2014). We all are responsible for our behaviours, but the environment we are in can make us behave differently then as usual (Stipek, 1993).

This can be a good think in positive use for organizations a well-motivated employee can be used by the organization with the right strategy this can be a drive for another employee to behave as motivated he or she is (McLeod, 2007). For Skinner the internal causes for motivational approach around an employee are less important. He mostly focuses on the external factors and “believes in the right strategy as designing a positive environment for motivating the employee of an organization” (Prachi Juneja, 2015). This theory is a strong tool for analysing controlling mechanism for individual’s behaviour. However, it does not focus on the causes of individual’s behaviour (R.J Herrnstein, 1970).

Reinforcement theory has four main steps, which are: Positive reinforcement, Negative reinforcement, Extinction and Punishment. Positive reinforcement is a way to encourage and motivate people that show high performance at work as example. They can be rewarded in this way to and this will cause a positive effect too. Reward options can extrinsic financial rewarding or intrinsic reward is other rewarding option rather than financial ones. In the other hand negative reinforcement can occur too. Sometimes a punishment can be used as a motivator too. In this kind of situations punisher should use the right method to be effective about the results of punishment to come as positive outcome otherwise it can be dangerous to use this method.

Equal treatment right and effective methods for all employees must be chosen (Del Chiaro, 2006). An example for this situation could be coming late to work for several times and to stop this action from not being repeated a manager could use a punishment way for all employees that are coming late for their shifts.

To find the right reinforcement step for a specific goal in an organization there are ways we can fallow like; observing, for observing the employee to understand their behaviour or needs a little more, asking, as a former step than observing in

conclusion with direct communication and answers that can lead to right motivational, monitoring for applying the reinforcement chosen for motivation from the person who is in charge and at last evaluating after understanding the needs of the employee are great important helpful steps too (Gormly, Gormly and Johnson, 1971).

At last the theory has strong sides as weak sides. As critic it is no easy to apply the punishment part, because it is not easy to predict how it would come back as a result, positive or negative takes a long time and effort to understand employee's needs with observing in this point too. Other point of the critic is that the theory is different from perspective from others and cares more about the environment of the individual than individual himself. This can be used as positive to apply all employees something generally is in the hand of the organization.

2.3.8 Locke And Latham's Goal Setting Theory

Edwin Locke's motivation theory "Goal Setting" was published in 1968's in Toward a Theory of Task Motivation and Incentive. The theory says that to overcome or task challenge to higher the performance level as a result of motivation a man should set goals first. It gives employee a direction and an idea about what has to be done and how much effort should be put in to reach that goal. Goal setting is energizing and motivating people to show better performance (Lunenburg and Houston, 2011). The theory includes five main fundamentals showed in the figure designed by Locke.

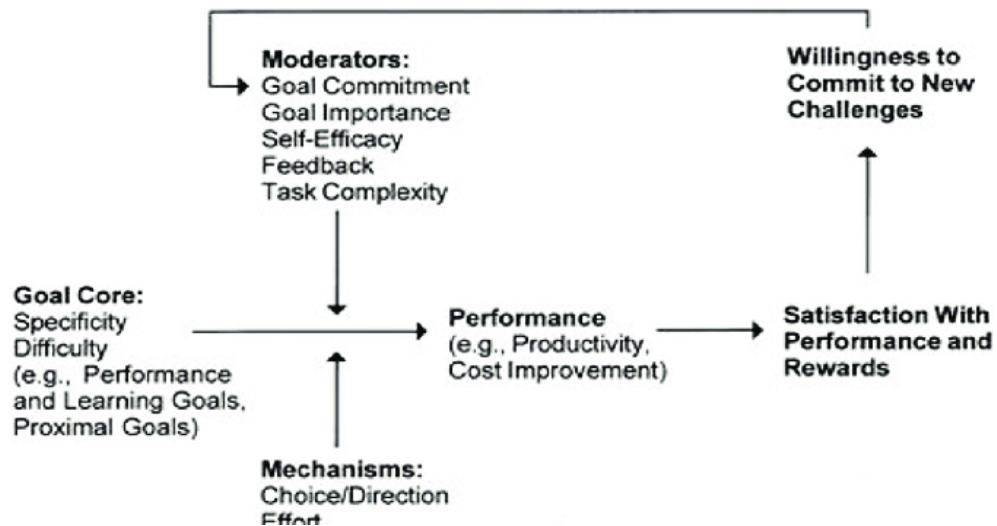


Figure 2.10 Locke and Latham's Goal Setting Theory

Resource: https://www.researchgate.net/figure/Main-components-of-Locke-and-Lathams-goal-setting-theory-printed-with-permission-from_fig5_314082206/download

Another definition of the theory is given from the psychologist in their book of research: 'Goal setting theory is based on the simplest of introspective observations, namely, that conscious human behaviour is purposeful. It is regulated by the individual's goals. (Locke & Latham, 1984, 1990). Finding a purpose setting a goal can help an individual maximize his energies and higher the performance levels.

The five components of the theory are Clarity, Challenge, Commitment, Feedback and Task Complexity. Clarity must be clean well cleared understand-able. Challenge is important should be realistic challenging to motivate and not demotivate. In this section staying on the ground is a must for positive result. It means not in dream level challenging like employee to make a double profit in one month like company is doing in two years effort. Commitment must have the feeling of naturally growth inside of the employee too the goal he or she sets. Feedback is another driver in this point it leads the individual to follow the path and helps him to be motivated for the task.

The complexity of the task is the last of the five main steps and is like teacher gives home works or timeline for an exam an employer should set realistic timescales for his employee. This can be done part by part in groups with review and organised feedback that also can motivate the individuals alone or as a group too.

This creates a positive effect for people to find a meaning even in the meaningless points. Therefore an individual must choose measurable finish line and start running to get there with a question in head: Is it worth for this running and effort I make? This is a main question we all ask for our-self in real life.

Trying to find a reason and to answer the question in the back of the head like whispering “is it worth for?”, because the wanted human behaviour will occur as the result of the explanation and the answer of the questions that are asked inside. (Hom and Murphy, 1985). A person is in need of explanations and tasks for finding a goal to set for an individual to develop and perform. (Mark E. Tubbs and Steven E. Ekeberg, the Role of Intentions in Work Motivation: Implications for Goal-Setting Theory And Research, 1991)

At last it is a useful theory that is still used by organizations and is good for employee motivation. In the same time this theory is flexible and useful. This can be used as employee engagement concept for Human Resources and in other areas for importance in companies or organizations and not only as the goal setting concept.

Only thing that can be worked carefully can be setting realistic goals keeping with a well organised time line and motivating with right feedback and this is a team work and not one person performance to control all the system around. (Cameron and Duff, 2007).

2.4 Employee Motivation

We are living in the 21st of century and still there are questions about how human brain works and what controls people's behaviour. This is a big question with many different opinions about it. The workplaces are also part of this where individual's behaviour's results can suddenly affect a whole group and in time a whole company or an organization. Behaviour comes as a result of many things and in organizations it is important to understand or sometimes even to be able to change behaviour of individuals for organizational goals positively (Grant, 1990). Yet it is not easy more like it is challenging to find the right method that would motivate and evaluate an organization's structure of employee.

Here is the role of the managers in organizations can't be denied. A manager that knows her or his team very well can help the organization to find the right motivator or drive with the right path that would lead them to success. Here is the power of communication in the first step and appearance of the signals are mostly hidden in the communication "two-way street" as the authors of the management book "Focus on them" say. It is not only how you explain yourself to your audience in the same time it is about how your employee understands this messages and how they react (Changcoco, Cole and Harlow, 2020).

Understanding employee's needs with right communication and testing methods can be optional approached with the right chosen motivation theory and applying the theory can help the organization increase the employee motivation that would automatically lead to a positive effect of success. (Lindner, 1998).

This process helps companies/ organizations survive the daily challenges, because all human being are in need of motivation in some point and way (Mark, Sockel, 2001).

Here is the relationship in organizations between managers and employee a solution for many complexities therefore to find the right direction to bound organizational relations strongly is about choosing the right methods and the usage of the method in multi areas of organization by re-designing them for the department in need.

Although employee motivation is a never ending top topic in today's globally changing world. The leading organizations to small ones are taking action about the important them, because people need people to pay attention on the work they apply in each department or area the company works or produces for (Kozsela, 2020).

Without having motivated employee first of all without being motivated as individual would decrease the potential one him-self and of the workplace production (Lawler, 1969). As example an employee unmotivated sitting at the desk and playing cards online at work hours from the computer that is giving him to apply the companies procedure in the area of online sales won't help company to increase productivity or sales in numbers at all. We all need to be motivated in some way.

The creativity about motivating employee is another main area that is producing new ideas and ways in daily life's challenging situations for all companies mostly very easy to apply (Mulyani, Sari and Sari, 2019). There for companies are making organizations like happy hours at work, free dressing Fridays or many other special events and celebrations like New Year.

The main idea is to make people happy and create a relaxed anti-stressed social circle at work places. These are only some of the examples that are fun concepts as motivators globally for many individuals, but in the other hand there are motivators like reward system or punishment system too.

Some problems can be determined with this way too. The punishment system has a positive effect on some individuals, while it may have a negative effect on others and it is very important to follow a sensitive approach in this regard. On the other hand, the reward system is a motivating force that is liked and preferred by every individual in general. At this point, the issue of applying the right method fairly and basing sanctions on a realistic method is another important issue that concerns the managers of organizations (Burr and Cordery, 2001). The best thing to do here is to analyse the needs of the organization in the best and healthy way for the interest of the organization, because wrong evaluations will not lead us to the right path.

Finally, if we consider many advantages that employee motivation adds to organizations and individuals, it will definitely be very important for its own development that every organization continues to work or at least starts working in this field in order to develop its own field and employee potential (Denise M. Rousseau, 1977).

Employee motivation is one of the effective solutions in conclusion with organizational success with goal setting and this approach can make a difference in relation with organizational structure and culture (Garg and Rastogi, 2006). Here coming another terms to front “ performance” and “perceived performance” it means how these drivers push an individual to perform and how the individuals see their performance about the action and effort they put in a job as example to finish as a task (Alhassan and Greene, 2020). These are all elements of the organization that must operate in a certain harmony for organizations as a whole to progress towards their goals. Increasing employee motivation in this way will also help the organization to progress more confidently towards its goals (Nohria, Groysberg, and Lee, 2008).

Of course, people's working in a better environment full of positive energy by applying the right motivation theory will increase their efficiency. All organizations will gladly use such a result for their purposes. At this point, there is a big need for good managers, people, who can analyse the situation and perceive the needs of their employees and have high observation communication will take the right steps in the interests of the organizations.

Employee motivation remains an important topic on the agenda of the world. In every period, it is aimed to increase motivation with different methods in different organizations and cultures. Accordingly, increasing the motivation of the employees will always remain an important step for the goals and objectives of the organizations. Sports organizations are one of these areas, and different departments that work in harmony with each other in sports can increase their inner motivations with the motivations of their fans independently from other organizations, and this point is a matter that should be discussed in many ways.

2.5 Performance

Everybody is speaking about the term ‘performance’ at educational basis, at work, in sports etc. It is a strong energized word with many sides and multiple directions (Grant, 2007). Relational Job Design and the Motivation to Make a Prosocial Difference Performance arise as a result of individuals showing the required effort on a particular subject. The driving forces that lead to the emergence of performance are important because they are the motivators that force a person to take an action (Raffiee and Byun, 2020). Comparing performance level in organizational concept can lead us to the wrong way alone this won't be enough to take action for organizational goals.

Details are always important in the business life. Sometimes business has the need of acting quick for the market demands, but even then managers are calculating the risk and are taking the necessary measures accordingly of organizational actions that can have big consequences for organization, for them and all the employee.

It is protecting way starts with I ends with us. Employee's well-being at work place physical conditions and environment is to Maslow a chargeable concept when it comes to motivation of employee to show better performance. Although the impact of environmental factors within the organization of the employees with equal conditions can be controlled, effective internal factors and the special needs of individuals can push them to perform at different points and in different ways (Song, Wu, Xu, Shuo, 2019).

In this case, increasing the performance and doing the necessary researches fitting with the organization's structure and culture on performance are among the important duties of the managers and human resources department in the organization (Foss, Minbaeva, Pedersen, Reinholt, 2019).

The factors that motivate everyone emerge differently, the first goal is to analyse the needs of the person, since only if this stage results in a healthy way will the steps to be taken be correct and consistent steps to increase performance. If an employee knows how to plan his job at certain stages of stress and timing, this will have a positive effect on his performance (Cooper, Wang, Bartram, Cooke, Wiley, 2018). Here, the opportunities provided to employees in the work environment are among the external factors and may affect the level of motivation.

At least it is right to say that performance is important in each area and can be increased or decreased with many factors internally or externally. Here is the concept alone a strong drive for individuals that are in need of success or proving their-self.

(Boxall et al., 2011; Boxall & Purcell, 2011; Evans & Davis, 2005; Kehoe & Wright, 2013; Wright & Haggerty, 2005).

This all is possible by organizations if the organizational culture benefits are formed rightly with the employee motivational concept. The management can corporate here with strong communication and scheduled systemic design for the organizational goals (Olu Ojo, 2009). The decisions taken on behalf of the activities required for implementation and the steps taken in accordance with the chosen motivation theory or method will shape the person's performance within the organization. Although progress starts piece by piece, the results affect all organizations and start at an important point and continue to work for the personal development of the employees. As mentioned earlier, organizations have a great responsibility for human resources departments and all managers and team leaders. It should be noted that an organizational performance starts and progresses with personal principles. The importance of the motivation levels of individuals should always be emphasized and studied. Many are researching human behaviour still today and doing a lot of studies on this topic. Alone this reveals how important the issue is in academic sense.

Performance will always appear as a result, so the motivation must occur to push an individual to take the action for performance. The right method should be found for each. Since the structure of each person will be different like that of every organization, it should be realistic and consistent in the practices made before starting a work for motivational concept at the organization. To summarize, performance is subjective, and there may be a majority applicable method, starting with the smallest building block in its general application.

Success is an important individual desire for some and it is aimed without difficulty, but some may not need improvement individually, so it may be a solution to give a push for people by changing some comfort areas and increasing their performance. For example, an employee shows high performance for his personal ambitions and feels highly motivated and happy from every project he has accomplished. Another employee is concerned with success on one condition, and he does not like to spend extra effort on project he has to accomplish.

The second individual takes action only when his income rises or when he knows that the result of his performance will be rewarded by the organization. In this case, it will be only possible to lead the individual to performance by finding the right way of motivation for people performing in these two different characters and under different conditions to meet on the same plane. This can come out as the result of motivation to performance.

Employees in all departments can be motivated with the matching method with the right steps taken in the name of the organization and these actions can result in joint of success for organizations. For example, suppose that a reward system suitable for this example can be considered, this organization expresses a sports club and managers will give their athletes a premium for every success they show in their branches, in this case, both employee in this case sport persons their personal ambitions in order to show their best performance as two different individuals, in the name of their financial success and financial support they will desire success.

2.5.1 Perceived Personal Performance

Perceived personal performance of an employee is the type of performance way that an individual sees and thinks of himself by performing a task. (Nzuve, Ng'ang'a Ng'endo, 2012).

People perform for a reason in each division (Peeskera, Ryals, Rich and Boehnke, 2019). An individual performs due to a motivational internal reaction or a strong external factor that he deems necessary. It is possible to evaluate people's performance perceptions in the same way within the context of a subjective perspective in which they perceive how they perceive their performance, and on the other hand, the performance of individuals from an objective framework in line with certain issues (Hjalmarsson and Dåderman, 2020).

The performance of an individual has a relation with the expectations of the organization and the individual him or her-self. Reality can be different than what we expect and expectations of an organization should be set objective and realistic. (Meleddu, Melis, Pulina and Zapata-Aguirre, 2019)

Testing the performance of individuals individually in accordance with the needs and objectives of the organization is also helpful in terms of progress and development (Fee and Gray, 2020). For some organizations, this can be evaluated under the name of annual earnings and personal sales achievements made by their employees or performance evaluation as sports achievements in certain branches during the year in sports organizations.

In such an approach, there will be two evaluations, which are first an external evaluation and second an internal evaluation. For example, the league ranking of a volleyball team such as in the sports organization can be divided into three details as example the point it reached in the cup one compared to the previous years and the individual performance of the athletes during the season.

At the end there is another important point of view that isn't mentioned yet precisely here the question of how these athletes or their managers evaluate their own performance (Ali, Lei, Freeman, Khan, 2019).

Perceived personal performance type, which is very detailed and directly related to the evaluation of performance from a different perspective, pushes us to evaluate and question ourselves in the context of organizational performance.

Thus, we get the chance to understand how the performance and motivation of the organization's employees can be improved and how their own performances affect the activities in the organization based on their positions and departments affect as an outcome the organization its-self for development (Zdenka, Starecek, Koltnerova and Caganova, 2020).

Again in this section the power of communication, employee-manager relation and human resource motivational strategy about the organization. This provides an organization the needed feedback about the performance level of the organization and how employee sees her or himself in this organizational performance level.

2.6 Maslow's Motivation Theory and Employee Motivation

Maslow's Hierarchy of Needs (1943) is one of the most popular theories in the area of motivation researches and methods as mentioned at previous chapters. Employee motivation in the other hand is a big need in today's business life for companies and organizations globally.

Good motivated employee is more likely to show better performance that would automatically lead the organization faster or stronger to organizational goals. Success steps can be reached faster with team work with higher performance for all kind of organizations.

In time different kinds of motivation theories have been developed. Some of the most well-known theories have been studied in this research too like Herzberg's Two Factor Theory (1964) or Skinner's Reinforcement Theory (1948) etc.

All these theories and more have been developed in the start from the motivation theory of Maslow. One of the reasons for choosing this theory is that in the concept of motivation theories Maslow HON is the one of the strongest motivation theories that has been introduced as a start for many followers (Velmurugan, Sanka, 2017).

A person has first of all basic needs that are emergently important for an individual's vital functions, if these needs are satisfied, then the individual can pass to next four steps . Food, clothing and shelter are our basic needs in the first step and nobody would like to give up these needs. Without satisfying these needs, no employee can be motivated to work motivated with a better performance as result.

When you start looking at the event in this way, you perceive how logical and consistent this theory actually is. Every individual wants to have the necessary conditions for life, to feel safe, to connect to the workplace or colleagues with a sense of belonging, and of course also to realize their expectations or dreams about themselves and actualize them to one point. It will be an expected result that the organization will not be able to get the performance it desires from its employees unless it is formed under certain conditions and the needs of the employees are not met to some extent.

Of course, no employer wants to have an employee whose motivation is low energy or in business life performance does not meet the conditions required by the job, but at the same time, employers should not forget how they can raise their employees' motivations with the right methods and in this context, the difference in communication and correct human resources management can make a difference.

2.7 Employee Motivation At Sports Organisations

Each organization has that's own dynamic growing balance outside their social order culture and norm in addition to this, sports organizations have a fan base external factor that affects the organization directly internal. This means that, among the developing factors that affect employee motivation, the impact of the fans on the club clubs should be considered, because the sporting activities can indirectly create a domino effect, from athletes to coaches, to coaches, to human resources, marketing and accounting etc. The victories or the opposite defeats here have an echoes of fanatic sports lovers both inside and outside the sports organization.

Before starting a match, athletes know how important the motivation is as a team and individually. In their careers starting from the youngest age to becoming a professional athlete they are generally aware of difference of being well motivated or going unmotivated to perform their professions.

Especially players that perform a team sport consider that they will be stronger and that the motivation of everyone has an impact on the performance of the team, when they are on the field. Like puzzle pieces each puzzle counts to finish a work. This can be used for organizations generally that are acting with human power and the power of individuality is one thing but the power of is plurality another.

3. METHODOLOGY

In this part of the research, method and explanations related to the subject have been made and hypotheses have been revealed. At this stage of the research instrument are explained in sections and necessary items are revealed. Methodology covers the main subjects such as the purpose of the study, design of the research, research model and hypotheses, background questions, research scales, sample collection, data collection and the data analysis concept.

3.1 Aim of the Study

The aim of the research is to provide information in major field of sports organization's employee motivation via Maslow's Hierarchy of Needs Theory and to prove that employee's perceived performance has a positive impact of the organizational motivation within the theory of Maslow.

Motivation of the individual has an huge impact of the motivation all around the organization. It is always a big topic and important issue to understand the human behaviour, in this concept there is a hole in this part of the organizational employee behaviour in the area of motivation (Wehba, Bridwell, 1976). In this research the mediator role of the job satisfaction is also controlled.

In order to see this effect, not only the relation between employee motivation at sports organization via MHN and perceived performance of the individual but also the relation of the employee motivation via MHN and perceived performance of the employee is being studied. In addition, the variables such as gender, income, education and age will be checked as controlling variables.

3.2 Research Design

The design of the research hangs in relation with different important points that also form the research like a structure of a building. Each stone is important to make a solid construction. The research includes the employee working different branches on SO. Each individual has self-needs that gives one the push to perform better or qualified as a result of the employees motivation like physical needs, safety, belonging, esteem or self-actualization and also in general the needs of a company in the simplest way like success, visions and missions. The main hypothesis that Maslow's motivation theory has an positive relation on the perceived personal performance of the employee on sports organization and on side the "Hierarchy of Needs" as five different levels have also different motivational effect on the employees perceived personal performance. Performance alone as an outcome depends on the motivation and on the needs that stay as independent variables.

Due to different dependent and independent variables of the research, all variables were tested and questionnaires in research survey were also controlled with factor analysis that were found meaningful and between the desired values. Independent variables in this research can be defined as the five main levels of the hierarchy pyramid like physical needs, safety, love-belonging, esteem, self-actualization of Maslow. Dependent variable is perceived performance of employee that includes another independent variable like the motivation of an employee that can depend on a need and level of the motivational step on the hierarchy, which can change from person to another in relation with their needs regarding to Maslow.

Figure 3.1 shows the relationship between job satisfaction-organizational commitment and motivation.

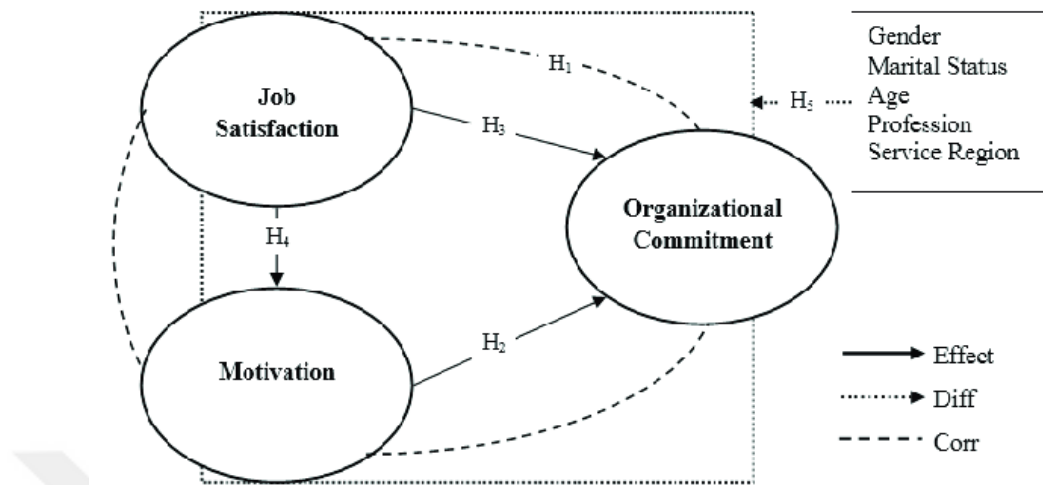


Figure 3.1 Relationship between job satisfaction-organizational commitment and motivation.

Resource: Mollahaliloglu, Isik, Ugurluoglu and Kosdak, 2016

3.3 Research Model and Hypotheses

This part is only referring as a summary of the research design. The research is designed to be tested with motivation survey questions online with 84 questions used and shared at “survey-monkey” and also on “forms-app” during the Covid-19 pandemic data has not been summarized in any different way then online. The perceived personal performance of employee in relation with Maslow’s HN included and tested on SPSS program in five levels of the hierarchy. The data was analysed and results are shared in next part.

What triggers motivation and how it is related to employee’s organizational commitment and job satisfaction are important questions for each organizations development inside and outside.

Local and global acting organizations that are two sided like sports organizations all around the world within different kind of people from different culture, believes, races and nations can shape the organization of course from many perspectives.

In this research main goal is to achieve a general point of view for the employee motivation at sports clubs in Turkey in Istanbul, Ankara, İzmir, Bursa, Afyon and Şanlıurfa especially that will include many aspects for the future health and success of the organizations.

The chosen method for the research's main idea is the Effect of Maslow's Hierarchy of Needs especially in employee motivation area in sports organizations has an impact of the research's basic steps and grow phase till the end of the research.

Even there are many strong motivation theories around the World from yesterday to today and there will be maybe more in future, Maslow's theory of motivation is still one the strongest and can measured in many ways in a research (Graham and Balloun, 1973).

Maslow's HON has main levels or steps of needs which can be sorted to groups for need of motivation that has been used to design the structure of this research and can be applied for each area in many ways. In this research the main reason that this motivation theory has been chosen as main Motivational Theory among all has been shared as information and a difference is, that employees in sport organization are the ones whose motivational needs are in conclusion with the main topic very conquered and understandable.

The research design shared in the part before are followed step by step and continued to grow the survey responses online after tested first survey group results.

The hypotheses given below has been tested and proven by the efficient results including all five levels of the pyramid of Maslow's Hierarchy of Needs motivational theory:

H0: Maslow's Motivation Theory "The Hierarchy of Needs" has a positive relation with perceived personal performance of employee on sports organizations.

H1: Physiological needs in conclusion with Maslow's Theory have an effect of employee motivation on Sports Organizations in positive relation.

H2: The need of Safety such as security of body, employment, of resources, health, of the family has an impact of perceived personal motivation of the Employee on Sports Organization'

H3: Love/Belonging such as friendship, family is a motivational need for employee's perceived performance on Sports Organization's

H4: Esteem such as achievement has an evaluating motivational effect on perceived personal performance of employee on Sport's Organization's

H5: Self-actualization- in conclusion with "Maslow's Hierarchy of Needs Motivation Theory"- is an evaluating motivation effect of employee perceived performance on Sports Organizations'

3.4 Background Questions

In the background questionnaires were asked questions part of the research to understand their profile using nominal scale. The participants are asked specific questions such as age, gender, job occupation and salaries. These factors, which are the background of this research, will be examined at the point where people's expectations about life turn into motivation in certain groups like in the middle age or like volleyball players or new graduates.

Another background question is the correlation between perceived performance and the hierarchy levels of motivation affect each by one. Maslow's HN and how physiological needs, safety needs, love-belonging needs, esteem needs and self-actualization needs about the salary and the relation within motivational basic perceived personal performance of the employee on sports org.

3.5 Research Scale

In conclusion for the survey questions of the thesis in part of Maslow's Hierarchy of Needs the questions for each level to understand employee motivational needs has been combined and adapted to my thesis from the thesis; "Maslow And The Motivation Hierarchy: Measuring Satisfaction Of The Needs, Robert J. Taormina University Of Macau and Jennifer H. Gao Macao Polytechnic Institute" and "Endüstri Çalışanlarını Motive Eden Etmenlerin Maslow ve Herzberg'in Kuramlarına Göre İncelenmesi, Alper Karapınar".

In the other hand the part that will test the perceived performance of the employee has been adapted and worked as ground from the thesis "Çöl G., The Effects Of Perceived Empowerment On Employee Performance, Dogus Üniversitesi Dergisi,9(1),35-46,2008" and questions has been prepared relevant with the topic from other thesis shown belong for the employee personal perceived performance survey part:

1. "International Journal of Management and Commerce Innovations ISSN 2348-7585 (Online)Vol. 2, Issue 1, pp: (136-173),2014"
2. "Perceived Performance Scale, 2016, Pe Konsult Ltd"
3. "If You Can Use Them: Flexibility Policies, Organizational Commitment, and Perceived Performance, Susan C. Eaton,2003"

4. “Organizational Support, Organizational Citizenship Behaviour, And Perceived Performance Analysis Of Crime Scene Investigation Units Of Turkish National Police, Aykut Tongur, 2011”
5. “Çalışma Yaşamında Stresin Bireysel Performans Üzerindeki Etkileri: Eğitim ve Sağlık Çalışanlarına Yönelik Bir Araştırma, Adem Ergül, 2012”

The 84 questions of the survey has been tested and controlled by the system of “survey monkey” and SPSS program in order to prove validity and relativity of the question types. There have been ground questions ordered as demographic, nominal data such as age, gender, education, marital status, salary, department they work for, work experience general and work experience in the club they are working for now. The test group of 32 employees test results have been analysed at the SPSS and the result were efficient. The demographic data of the test group is given in Table 3.1.

Table 3.1 The demographic data of the test group

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24	9	28,1	28,1	28,1
	25-34	9	28,1	28,1	56,3
	35-44	2	6,3	6,3	62,5
	45-54	4	12,5	12,5	75,0
	55-64	7	21,9	21,9	96,9
	65+	1	3,1	3,1	100,0
	Total	32	100,0	100,0	
Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Woman	10	31,3	31,3	31,3
	Man	22	68,8	68,8	100,0
	Total	32	100,0	100,0	

Table 3.1 Continue

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	19	59,4	59,4	59,4
	Married	13	40,6	40,6	100,0
	Total	32	100,0	100,0	

Salary					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Minimum Wage	6	18,8	18,8	18,8
	3000-7500	10	31,3	31,3	50,0
	7500-15000	9	28,1	28,1	78,1
	15000-30000	4	12,5	12,5	90,6
	30000-50000	2	6,3	6,3	96,9
	50000+ üstü	1	3,1	3,1	100,0
	Total	32	100,0	100,0	

Profession					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Athlete	10	31,3	31,3	31,3
	Coach/Trainer	3	9,4	9,4	40,6
	Health Care Team (Physiotherapist/Doctor/ Dietetic and Nutrition	3	9,4	9,4	50,0
	Manager	1	3,1	3,1	53,1
	Human Resource	1	3,1	3,1	56,3
	Sales/Marketing	4	12,5	12,5	68,8
	Media and Advertisement	1	3,1	3,1	71,9
	Organization	3	9,4	9,4	81,3
	Other	6	18,8	18,8	100,0
	Total	32	100,0	100,0	

Table 3.1 Continue

		Educational Level			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary School/ Middle School	2	6,3	6,3	6,3
	High School	3	9,4	9,4	15,6
	Bachelor's Degree	20	62,5	62,5	78,1
	Master	6	18,8	18,8	96,9
	Doctorate	1	3,1	3,1	100,0
	Total	32	100,0	100,0	

		Total Work Experience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2 years	2	6,3	6,3	6,3
	2-3 years	5	15,6	15,6	21,9
	3-5 years	4	12,5	12,5	34,4
	5-10 years	5	15,6	15,6	50,0
	10+	16	50,0	50,0	100,0
	Total	32	100,0	100,0	

		Total Work Experience At Current Workplace			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year- 1 year	11	34,4	34,4	34,4
	3-5 years	4	12,5	12,5	46,9
	5-10 years	4	12,5	12,5	59,4
	10+	13	40,6	40,6	100,0
	Total	32	100,0	100,0	

Answer options are multiple choice and participants can choose their choice from given options. The scale is in general used in the survey is as Likert Scale. The survey questions are designed to understand the needs of employee in relation with Maslow's Hierarchy of Needs levels. The questions are grouped in four different groups to analyse the respondents' answers in the best possible way.

Each question is grouped in an organised level showing the research parts such as personal motivational needs, perceived performance and the relations between the employee motivations in conclusion with the motivational theory steps.

Maslow explained a person's needs to act and to feel motivated in five steps for personal needs in relation with perceived personal employee motivation in research survey questions has been shown in three parts. The first one shows in which level the personal needs are mostly gathered second part shows a motivational feedback for employee at work and outside work in relation with the importance level of their needs within Maslow's Motivation Theory and third part is perceived personal performance part of the employee how they see their-self performance on work job related.

1. Personal Needs Part /Feedback:

First levels of physiological needs are explained like breathing, food, water, sex, sleep, homeostasis, excretion etc. and can be shown as the questions at the survey in numbers starting after the first 8 nominal demographic questions are shown as:

12, 28, 36, 45, 57, 60, 66, 69 are included questions for the physiological part of needs. Totally eight questions are used to test this part of the research for testing hypo testing number 2.

Second level of needs in hierarchy is the "safety" level and can be described such as security of body, of employments, of resources, of the family, of health, of property etc. and controlled at the question numbers in the survey counted after the first 8 nominal demographic survey questions as: 9, 11, 17, 24, 27, 29, 34, 33, 38, 49, 58, 64, 65, 71, in total 14 questions are used to test the second level of the hierarchy from ground the effect of need of safety on employee motivation.

Third level is love and belonging such as friendship, family, sexual intimacy and are controlled in survey counted after the first eight demographic and nominal data questions are 18 questions in general are used for this “level of need” with question numbers; 13,15, 20, 23, 31, 37, 40, 41, 42, 43, 46, 48, 51, 54, 56, 63, 70, 72. The hierarchy goes on with the fourth level of “esteem” regarding to Maslow this level can be explained such as self-esteem, confidence, achievement, respect of others or respect by others... The question numbers are used to test this level of the hierarchy. There has been 11 questions used for this part of the research survey; 14, 22, 25, 35, 47, 52, 53, 55, 59, 62, 68

At last and on top is the fifth level of the Maslow Hierarchy of Needs pyramid which is “self-actualization” and can be defined as morality, creativity, spontaneity, problem solving, lack of prejudice and acceptance of facts. This need has been tested with 13 questions that are number; 67, 10, 16, 18, 19, 21, 26, 30, 32, 39, 44, 50, 61 (Heylighen, 1992)

2. Motivation Part/Feedback

Given survey questions from 9 to 73 are testing the physical needs for motivation of the employee (Onen, 2005), the needs of security, love and belonging need for motivation, the need of esteem and at last level of the hierarchy the need of self-actualization.

3. Perceived Personal Performance Part /Feedback

To test employees’ perceived personal performance the questions on the third and last part between 73- 84 (73,74,75,76,77,78,79,80,81,82,83,84) are prepared and used. The survey is also shared on this part of the survey.

1 Kesinlikle Katılıyorum- 2 Katılıyorum – 3 Kararsızım – 4 Katılmıyorum - 5 Kesinlikle Katılmıyorum

Or as in the example:

1 Hiçbir Zaman Önemli Değildir-2 Önemli Değildir-3 Kararsızım-4 Önemlidir-
5 Herzaman Önemlidir

3.6 Data Collection

A well prepared detailed literature review is done at first in order to build the contract and the effect relation of hypotheses with the light of theoretical findings will be organised. After construction of hypotheses, survey is going to be applied at first to 32 people working in the chosen Sports Clubs, which is İnegöl Belediyespor. After the result on SPSS the survey will applied in general to 325 employees from sports organizations, who are working in different departments of the organization from Turkey in Istanbul, Bursa, İzmir, Ankara.

The data collection will be via survey and be done online distributed via e-mails with the program survey monkey and a part by hand as paperwork. Three questionnaires will be conducted in this dissertation; Perceived Performance Questionnaire (PPQ), Employee Motivation Questionnaires via Maslow's Hierarchy of Needs Job Related Employee Motivation at works Scale (JAWS).

In conclusion with this to these scales, there will be parts in the survey where demographic information were asked in order to control mediator effects on the variables in the survey with nominal plus Likert Scala. The questionnaire will be composed of 84 questions. Firstly, validity of the questionnaire will be checked. For this aim, surveys will be filled by 32 employee of sports organization of İnegöl Belediyespor Men's Volleyball Team. If the questionnaire is valid, the distribution will be done. When the survey is completed, the collected data will be analysed at the statistical program, which is SPSS.

3.7 Data Analysis Concept

The data which have been summarized at the end of value of the surveys and analyses of the work of main concept of the thesis were evaluated by the hypo testing system. In the end of the data collection period data analysis demographic part will be done with the “survey-monkey” program also analysed and summarized by the system automatically.

The program SPSS has been used to calculate and to order the data. Regression analyses were done for detecting the mediator effect of perceived performance in conclusion with Maslow’s Motivation Theory dimensions. Correlations between variables are tested with regression tests on SPSS and hypothesis are also tested with ANOVA on SPSS.

4. FINDINGS

In this part of the research descriptive statistics and hypo testing results within the tables are shared. All statistical components are analysed with SPSS program of JAWS. The results are in general meaningful, positive and according to sig. <0.5 percentage valid.

4.1 Descriptive Statistics

Descriptive statistics have shown us in the first step the demographic data for the research such as gender, age, marital status education of the responders. The responders are mostly young employee working in sports clubs with highest number 133 people as in the table shown between the age line 25-34. The gender distribution by data shown in the table below is giving the statistic of the group gender distribution. Mostly responders were male and in total 221 people from general group of 325 employee where men responders. 104 women have taken the survey in general. Marital status of the survey responders are total from 325 people are the 192 single and 133 of them are married. Half of the responders of employee have 10 and more than 10 year work experience in general. The education level of the employee on sports organizations are with highest number of 165 people bachelor's degree.

The occupational group table is designed for sports organizations employee (Table 4.1). The option of ‘‘diğer’’ reference for ‘‘other’’ is for occupations specially for sport clubs employees such as, international relations, sport photographers, social media managers, sport psychologists and team cooks.

Table 4.1 The occupational group table

Department/Profession				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	Athlete	85	26,2	26,2	26,2
	Coach/Trainer	15	4,6	4,6	30,8
	Healthcare-Team (Physiotherapist/Doctor/ Dietitian)	31	9,5	9,5	40,3
	President/ Department Leader	23	7,1	7,1	47,4
	Manager	11	3,4	3,4	50,8
	Human Resource	23	7,1	7,1	57,8
	Sales/Marketing	28	8,6	8,6	66,5
	Media & Advertisement	17	5,2	5,2	71,7
	Accounting	8	2,5	2,5	74,2
	Organization	26	8,0	8,0	82,2
	Other	58	17,8	17,8	100,0
	Total	325	100,0	100,0	

The ground hypothesis that, Motivation Theory of Maslow: “The Hierarchy of Needs” has a positive evaluating effect on employee’s perceived performance on sports organizations. SPSS program data analyses are with sig. $0.00 < 0.05$ results acceptable. Performance is defined as the dependent variable.

Table 4.2 Regression Analysis

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Ana_Hipotez_Maslow ^b		Enter
a. Dependent Variable: Ana_Hipotez_Performans			
b. All requested variables entered.			
Model	R	R Square	Adjusted R Square
1	,823 ^a	,779	,777

The statistics on SPSS program the **ANOVA** results shown on Table 4.3.

Table 4.3 ANOVA

Model	Sum of		Mean		Sig.
	Squares	df	Square	F	
1 Regression	33,483	1	33,483	70,510	,000 ^b

On last part of statistical analysis of the research the correlation between variables has been tested with SPSS. Correlation between hierarchy steps are tested beginning with physical needs from security to love, belonging, esteem and self-actualization all five level of needs. **Pearson Correlation** SPSS Analyses

Table 4.4 Hypothesis Correlation Regression Results

Maslow's Hierarchy of Needs	Hypothesis Testing Pearson Correlation Effect on Perceived Performance	Sig. 2-Tailed N= 325
1. Physical Needs	,336**	,000
2. Security Need	,419**	,000
3. Love, Belonging Need	,309**	,000
4. Esteem Need	,395**	,000
5. Self- Actualization Need	,426**	,000

Correlations is significant at the level 0.01 for all variables acceptable

4.2 Hypothesis Testing

The new variables were defined after factor analysis. The average value method is used while defining new variables. In regression analysis and correlation test results, new variables were used. The results of these tests and analysis are reported in this section.

First of all, scatter plots of the factors were examined and it was seen that there is a linear correlation between the variables. As it is shown at Table 4.5, The Pearson coefficient of correlation refers that there is a linear positive correlation between Maslow's Hierarchy of Needs in conclusion with perceived personal performance and employee motivation on sports organization dimensions, between employee motivation on sports organizations dimension and Maslow's Hierarchy of Needs motivation theory lastly between these two dimensions and perceived personal performance of the employee in sports organizations dimensions.

The main hypothesis is that Maslow's Hierarchy of Needs Motivation Theory and Perceived Personal Employee Motivation on Sports Organizations' have a positive relation in motivational evaluation and effect of the motivational growth of the sport organization employee to explain the levels five hypotheses are given below and are tested in the research with regression analyses on SPSS and demographic data is also shown in percent on SPSS program.

Pearson Correlation and ANOVA tests with results are also regression analyses in conclusion with harmony clearly meaningful. Cronbach Alpha results medians and with percentages acceptable, reliable and has the main needs of importance in validity.

Table 4.5 Demographic Tables

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24 age	74	22,8	22,8	22,8
	25-34 age	133	40,9	40,9	63,7
	35-44 age	35	10,8	10,8	74,5
	45-54 age	30	9,2	9,2	83,7
	55-64 age	48	14,8	14,8	98,5
	65+	5	1,5	1,5	100,0
	Total	325	100,0	100,0	

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Woman	104	32,0	32,0	32,0
	Man	221	68,0	68,0	100,0
	Total	325	100,0	100,0	

Marital Status		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	192	59,1	59,1	59,1
	Married	133	40,9	40,9	100,0
	Total	325	100,0	100,0	

Salary		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Minimum wage	45	13,8	13,8	13,8
	3000-7500	149	45,8	45,8	59,7
	7500-15000	78	24,0	24,0	83,7
	15000-30000	31	9,5	9,5	93,2
	30000-50000	9	2,8	2,8	96,0
	50000+ üstü	13	4,0	4,0	100,0
	Total	325	100,0	100,0	

Table 4.5 Demographic Tables Continue

		Profession		Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	Athlete	85	26,2	26,2	26,2
	Coach/Trainer	15	4,6	4,6	30,8
	Healthcare Team (Physiotherapist/Doctor/ Nutrition and Dietitian)	31	9,5	9,5	40,3
	President/Department Leader	23	7,1	7,1	47,4
	Manager	11	3,4	3,4	50,8
	Human Resource	23	7,1	7,1	57,8
	Sales/Marketing	28	8,6	8,6	66,5
	Media/Advertisement	17	5,2	5,2	71,7
	Accounting	8	2,5	2,5	74,2
	Organization	26	8,0	8,0	82,2
	Other	58	17,8	17,8	100,0
	Total	325	100,0	100,0	
		Educational Level		Valid	Cumulative
		Frequency	Percent	Percent	Percent
	Primary School/Middle School	24	7,4	7,4	7,4
	High-school	51	15,7	15,7	23,1
	Technical Vocational School Of Higher Education	13	4,0	4,0	27,1
	Bachelor's Degree	165	50,8	50,8	77,8
	Master Degree	64	19,7	19,7	97,5
	Doctorate	8	2,5	2,5	100,0
	Total	325	100,0	100,0	
		Total Work Experience		Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	Less than 2 years	35	10,8	10,8	10,8
	2-3 years	38	11,7	11,7	22,5
	3-5 years	41	12,6	12,6	35,1
	5-10 years	64	19,7	19,7	54,8
	10 years and more	146	44,9	44,9	99,7
	8,00	1	,3	,3	100,0
	Total	325	100,0	100,0	

Table 4.5 Demographic Tables Continue

Total Work Experience At Current Working Place					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year-1 year	73	22,5	22,5	22,5
	1-3 years	42	12,9	12,9	35,4
	3-5 years	35	10,8	10,8	46,2
	5-10 years	51	15,7	15,7	61,8
	10 years and more	124	38,2	38,2	100,0
	Total	325	100,0	100,0	

Correlation Results were found meaningful the hypothesis testing was applied successfully and correlation is significant at the 0.01 level for all variables. As a result variables are all supported. The t-test coefficients, regression and ANOVA results are as given in the table below.

Table 4.6 Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,823 ^a	,779	,777	,68911

a. Predictors: (Constant), Ana_Hipotez_Maslow

Table 4.7 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33,483	1	33,483	70,510	,000 ^b
	Residual	153,385	323	,475		
	Total	186,868	324			

a. Dependent Variable: Ana_Hipotez_Performans

b. Predictors: (Constant), Ana_Hipotez_Maslow

Table 4.8 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,980	,405		2,419	,016
Main Hypothesis Maslow	,800	,095	,423	8,397	,000

4.3 Validity and Reliability

“According to the American Educational Research Association, Psychological Association and National council on Measurement in Education (1999), a high validity research transpires when the evidence and literature support the interpretations of the results. For the reliability of the survey the test group of volunteers of 32 employees working at İnegöl Volleyball Team has been tested with the prepared survey questions and analysed within. The results have shown us by SPSS program in conclusion with Cronbach’s Alpha results were meaningful.

Regarding the results and the points there haven’t been any changes needed about the survey questions. There has been made one change about the answer sheet about nominal data in first part of the education question and (Önlisans/ Meslek Yüksekokulu has been added as third options of six in education level choice of the survey takers in the questions answer part.

Table 4.9 Reliability Statistics/Cronbach's Alpha

Case Processing Summary			
Cases	Valid	N	%
		325	100,0
		Excluded ^a	0 0,0
		Total	325 100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
,952	76

4.4 Factor Analysis

The factor analysis has been done to prove or in order to see the dimensions of the scales (JAWS). To test the effect on perceived performance and personal motivation regarding Maslow's 'Hierarchy of Needs' factor analysis are applied due to see if the questionnaires' -without demographic part of the survey- was done in the order to see the data set effective and correctly. The results of KMO value is greater than 0.5 (Durmuş et al. 2018) and between $1.0 > x > 0.90$ which means nearly perfect as result. If the results were under < 0.5 they wouldn't be 'factorable' up to the factor analysis principle. On other side Bartlett's test result were found meaningful too. Both factor analysis were done and both results were perfectly (KMO=0.943, χ^2 Bartlett test (120) =3133.60, $p=0.000$).

First part of the questionnaires' was formed by combination of motivation in relation with the five levels of motivational steps of Maslow. The second part of the questionnaires was to understand the cumulative group of employees' motivation perspective with relation to perceived personal performance and was formed by different values. Percentage of the total variance was found: Cronbach's Alpha, 952

N 76 of Items

5. DISCUSSIONS

From past to present, sport has existed all over the world in some form, and has developed and changed shape with global values that have changed with different sports branches over time. It is usual for people to devote their lives to sports that are suitable for them, starting from a young age for a healthy life style or just to enjoy exercising, and some people are turning their sports life into professional careers.

Within globalization, job descriptions are changing, job opportunities are diversifying, and sports organizations appear as types of organizations that bring together different sports branches and athletes, develop and advance them. As in every organizational structure, there are teams and units working in the background for the perfect functioning of the organization in line for the common purpose.

Unlike a company, sports organizations are based on the meetings of the athletes, fans and the administrative team on a common ground and progress in line with common goals. As in every business, motivation is one of the basic building blocks for development, for change, progress and renewal. For this reason, motivation is an important main topic in all sports organizations.

It is possible for individuals to increase their success in business life, their ability to do business and their happiness at work with the right motivation. Changing environmental conditions, working principles and organizational cultures affect employee motivation, and as a result of these effects, finding the factors that improve people's motivation will strengthen all units of the organization. Companies, institutions, associations, generally all organizations draw strength from people and communication. At this point, the positive effect of increasing the motivation of people on organizations will indisputably be strong. Motivation will improve effective interpersonal communication and thus the quality of work.

In human resources-based researches, it has been accepted that employee motivation has a great role in realizing the targeted mission and vision of companies, institutions and organizations (Viorel, Aurel, Virgil, Stefania; 2009). For the same reason, it will be necessary to examine the factors that affect and improve employee motivation in sports organizations, but in the literature search, no study was found in this area in our country. The survey developed in order to determine the factors affecting and improving motivation within the scope of the research in question was applied to a total of 325 people within the borders of Turkey. The people participating in the survey were composed of individuals who were active in different departments of sports clubs operating in many fields.

As a result of the study, it was concluded that the basic needs of the employee such as psychology, safety, sense of belonging, self-realization in the environment, the environment and social status, and the bond that he established with the sports organization based on the perspective of the fans, affect the motivation fundamentally. Examining the concept of employee motivation within the scope of sports organizations and determining the main motivation sources that affect and improve the motivation of the employees there can enable organizations to take a big step in terms of carrying themselves to local and universal values and developing them with detailed human resources studies.

It can be said that this study mainly covers employee motivation in sports organizations and has two important contributions. The first of these; The aim is to present a valid motivation model that can strengthen the structure of the organization internally and that will overlap with the goals of the organization, revealing effective motivation-enhancing factors based on employee motivation in sports organizations.

On the subject, the valuable researches of "Jae Min Lee" and "Hanna Sherman D." show a different perspective on the factors affecting employee motivation in general (2015). Suggestions can be made to decision makers involved in determining motivation strategies for sports-based organizations (clubs). The fact that a comprehensive study has not been conducted in line with the factors that affect and improve the motivation of employees in sports organizations in our country has made it important to include this subject in the thesis and it is of great value for the development of strong organizations in our country in the field of sports.

The aim of the research was to understand and share the motivational impact of Maslow's 'Hierarchy of Needs' of employees' perceived performance on SO. The results and the analyses of the research show us the positive relations with SPSS regression analyses Pearson correlation, Cronbach Alpha Test and ANOVA all result are meaningful and acceptable with Sig. $0.00 < 0.5$.

The results of the research survey also give information about the employees' motivational importance for success. Mostly employee wants to feel safe for financial matters that can be related with physical needs and the need of the security. To reach personal goals to earn respect of others or for self-actualization is also important for perceived performance (Novianty, Evita, 2018).

People need to be motivated to hear or to feel that they are doing something right that helps other a need of being needed is has great importance for employee. It is also a challenge like in sports the answers to survey questions that are in high percentage strongly agreeing or agreeing with the definitions, which shows again the perspective of the employee clearly.

The difference lays on the match days for employee working for Sport Clubs/Organizations and to deal with lost or gain of the matches as energy in the atmosphere that can affect ones motivational modus easily and can lead to perceived personal performance outcomes differently because of the subjectivity of the matter.

Especially for players, managers and trainers it has an extra stress value, because of the self-expectancies and the expectations of the audience that can lead to performance anxiety (Elizabeth Quinn, 2010). All together for employee on SO needs of five levels are effective of HON.

The motivational power of an individual can affect the individual's performance at work place in relation with the variables of motivational theory of Maslow. Every individual has a drive a need that gives one the push to take action, which can change from a person to another. Employers can use Maslow's Hierarchy of Needs still today to combine the right motivational step for their own organization and their workers. A good place or a happy place depending on their self-actualization or drive to belonging to somewhere or the ground needs of money shelter and etc.

In this point it is important to understand these needs to combine them with organizational goals by understanding employee's needs and motivational components. This is an opportunity for organizations to reach their goals with vision and can make great changes with well-motivated personal.

5.1. Conclusion

Motivation is a powerful tool for organizations to reach their goals. Employees are the key for success in many concepts and to motivate the employee especially working in sports is a need. Sport is a hard path with long term effort, high discipline and always needs a level of motivation to take the right action for people who want to succeed.

A sport club is an organization with all branches and kind of employee that needs a dynamic motivational concept like every other company or organization. So this research shows with useful results that Maslow's HN has positive relation with employees' perceived performance level. The need of physical for being human like food, water, shelters or security for work and gaining respect for esteem and self-actualization is general reason for motivation. The correlation between variables are meaningful.

In conclusion findings connected to the research shown that the research hypothesis and correlations are in positive relations and meaningful. T value and sig. results <0.5 and acceptable. All hypotheses are supported.

The motivation on SO employee is in matter of perceived performance is reliable on the hierarchy levels with positive relation and valid, acceptable (Aleeshah Nujjoo Ines Meyer, 2012). This research provides useful data for future researches in this area of employee motivation for SC or SO.

5.2 Suggestions

Sport employee especially players have tight schedules during season days. They travel a lot have training twice or once a day also after training they go to rest or for rehabilitation in relation with their needs which makes it difficult to share their free time for a long time taking survey with many questions where they have to be clear on mind and focus for a specific time. In this point questions can be designed with less question numbers and also can be grouped for different employment departments to see the difference on employees' perceived performance motivation for future researchers. This way getting answers and combining them can be easier and more effective during research procedure.

Survey has been sent with survey-monkey application online and also used with form apps and reached 325 people-employees on different sport clubs in İstanbul, Ankara, İzmir, Bursa, Şanlıurfa and Afyon in different cities in Turkey mostly in relation with volleyball branch higher percentage. Social media and links are easy to gain answer from survey responders in short time, because of the use of this areas are more popular these days then mail systems for the age group that is active on this survey at most.

The research can grow for future researches in sportive performance area also specific design for sports clubs success as teams in different branches. This can lead to development to understand athletes motivation and performance relation also as employee on sports organizations.

5.3 Limitations

The research includes specially the employee motivational evaluations in conclusion with Maslow's Hierarchy of Needs on Sports Organizations at perceived personal performance and limitations are that research is taking the theme from this part to see the positive evaluation within of the theory and not the side effects of what demotivates the employee that can lead to negative results in a different perspective at on other level of a research that can be done for the future. On other hand the research testing results are just as expected and are giving truthful strong results in numerical percentages and analyses versions.

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APPENDIX A: SURVEY OF VALUATING THE MOTIVATION EFFECT OF PERCEIVED PERSONAL PERFORMANCE EMPLOYEE ON SPORTS ORGANIZATION CONSISTENT WITH MASLOW’S MOTIVATION THEORY

ANKET

Değerli Katılımcı,

Bu araştırma, spor organizasyonlarında çalışan motivasyonunu etkileyen ve geliştiren faktörleri ölçmeye yönelik bilimsel veri toplamak amacıyla yapılmaktadır. Araştırmadan elde edilecek tüm veriler Yeditepe Üniversitesi, Sosyal Bilimler Enstitüsü, İşletme bölümünde yürütmekte olduğum yüksek lisans tezim için kullanılacak olup, kişisel veriler kimse ile paylaşılmayacaktır. Ankette yer alan hiçbir soruyu atlamadan yanıtlamanız araştırmanın güvenilirliği ve bilimsel geçerliliği açısından büyük önem arz etmektedir. Zaman ayırıp çalışmama katkıda bulunduğunuz için teşekkür ederim.

AYBÜKE TURAN ÖNDEŞ

BİRİNCİ BÖLÜM

1. Lütfen cinsiyetinizi işaretleyin.

() Kadın () Erkek

2. Lütfen seçeneklerde yaşınızı işaretleyin.

() 18-24 () 35-44 () 55-64

() 25-34 () 45-54 () 65+

3. Lütfen medeni durumunuzu işaretleyin.

() Bekar () Evli

4. Lütfen seçeneklerde eğitim durumunuzu işaretleyin.

() İlköğretim

() Lise

() Ön Lisans/MYO

() Lisans

() Yüksek Lisans

() Doktora

5. Lütfen çalıştığınız departmanı/ mesleğinizi işaretleyiniz.

- ☐ Sporcu
- ☐ Sağlık Ekibi (Doktor/ Fizyoterapist/ Diyetisyen/ Masör)
- ☐ Menajer
- ☐ Antrenör
- ☐ Kulüp Başkanı/Yönetici
- ☐ Malzeme Sorumlusu
- ☐ Güvenlik Sorumlusu
- ☐ İnsan Kaynakları
- ☐ Satış/Pazarlama
- ☐ Halkla İlişkiler/ Medya/Reklam
- ☐ Muhasebe
- ☐ Organizasyon
- ☐ Diğer:.....

6. Lütfen maaş aralığınızı işareleyin.

- ☐ Asgari Ücret
- ☐ 3.000₺-7.500₺
- ☐ 7.500₺- 15.000₺
- ☐ 15.000₺- 30.000₺
- ☐ 30.000₺- 50.000₺
- ☐ 50.000₺ ve üzeri

7. Lütfen şıklarda toplam iş tecrübenizi işaretleyin.

() 2 yıldan az

() 5-10 yıl

() 2-3 yıl

() 10 yıl ve üzeri

8. Kaç yıldır bu organizasyonda çalışmaktasınız?

() 1 yıldan az /1yıl

() 5-10 yıl

() 1-3 yıl

() 10 yıl ve üzeri

II. BÖLÜM-Motivasyon Geri Bildirim Bölümü Aşağıdaki soruların beş olası cevabı vardır. Yapmanız gereken, bu beş cevap alternatifinden sizin düşüncenizle tam uyuşan ya da size en yakın olanını seçmektir. Lütfen bütün soruları cevaplandırıdığınızdan emin olunuz.	1. Kesinlikle Katılmıyorum	2. Katılmıyorum	3. Kararsızım	4. Katılıyorum	5. Kesinlikle Katılıyorum
9. İşini çok iyi yapan çalışanın ücretine özel bir zam yapılmalıdır	1 ()	2 ()	3 ()	4 ()	5 ()

10. İş tanımlarının çok iyi yapılmış olması çalışanın kendinden ne beklendiğini bilmesi açıdan önemlidir	1 ()	2 ()	3 ()	4 ()	5 ()
11. Çalışanların işlerinde kalmalarının, kulübün iyi düzeyde olmasına bağlı olduğu bilinmelidir	1 ()	2 ()	3 ()	4 ()	5 ()
12. Yöneticiler çalışanların fiziksel çalışma koşullarına yeterince önem vermelidirler	1 ()	2 ()	3 ()	4 ()	5 ()
13. Yöneticiler, çalışanlar arasında dostça bir iş atmosferi oluşturmaya gayret etmelidir	1 ()	2 ()	3 ()	4 ()	5 ()
14. Normalin üzerinde performans gösterenlerin ayrıca takdir edilmesi onlar için büyük önem taşır	1 ()	2 ()	3 ()	4 ()	5 ()
15. Yönetimin çalışanlarına karşı ilgisiz olması onların duygularını zedeleyebilir	1 ()	2 ()	3 ()	4 ()	5 ()

16. Çalışanlar bütün yetenek ve kapasitelerini işlerinde kullanmak isterler	1 ()	2 ()	3 ()	4 ()	5 ()
17. Kulübün, kıdem, prim, tazminat gibi uygulamalarıyla ilgili tutumunun çalışanın işinde kalmasında büyük rolü vardır	1 ()	2 ()	3 ()	4 ()	5 ()
18. Hemen her iş daha cazip ve mücadeleyi teşvik edici hale getirilebilir	1 ()	2 ()	3 ()	4 ()	5 ()
19. Çalışanların çoğu her yaptığını en iyi şekilde yapmak ister	1 ()	2 ()	3 ()	4 ()	5 ()
20. Üst yönetim, mesai saatleri dışındaki sosyal etkinlikleri destekleyerek çalışanlarla daha yakından ilgilenmelidir	1 ()	2 ()	3 ()	4 ()	5 ()
21. Çalışanın gurur duyacağı bir iş yapması onun için önemli bir ödüdür	1 ()	2 ()	3 ()	4 ()	5 ()

22. Çalışanlar işlerinde "en iyi" olduklarının bilinmesini isterler	1 ()	2 ()	3 ()	4 ()	5 ()
23. Çalışma gruplarındaki resmi olmayan ilişkiler, çalışanların verimi açısından, oldukça önemlidir	1 ()	2 ()	3 ()	4 ()	5 ()
24. Çalışanın verimine göre verilen özel primler çalışanların verimini artırmada önemli rol oynar	1 ()	2 ()	3 ()	4 ()	5 ()
25. Çalışanların üst yönetim tarafından takdir edilmesi onlar için önemlidir	1 ()	2 ()	3 ()	4 ()	5 ()
26. Çalışan işlerini kendisi planlamayı ve işle ilgili kararlarda kendisine en az düzeyde müdahale edilmesini ister	1 ()	2 ()	3 ()	4 ()	5 ()
27. İş güvencesi çalışanlar için önemlidir	1 ()	2 ()	3 ()	4 ()	5 ()

28. İşini iyi yapmasını sağlayacak malzemeye sahip olması çalışan için önemlidir	1 ()	2 ()	3 ()	4 ()	5 ()
III. BÖLÜM-Her insan farklı ihtiyaçlar, farklı sebepler, farklı fikirler doğrultusunda hareket eder. Aşağıda yer alan ifadeleri, sizin yaşamınızda ne kadar önemli oldukları, aldığınız kararlarda ne kadar etkin olduklarına göre, işyeri dışındaki yaşamınızı da göz önünde bulundurarak değerlendiriniz. Değerlendirme puan verme şekli yıldızdır ve şu şekildedir: Asla önemli değildir (1 yıldız)- Önemsizdir (2 yıldız) - Kararsızım(3 yıldız)-Önemlidir(4 yıldız)-Her zaman önemlidir(5 yıldız)	Asla önemli değildir (1 Yıldız)	Önemsizdir (2 Yıldız)	Kararsızım (3 Yıldız)	Önemlidir (4 Yıldız)	Her zaman önemlidir (5 Yıldız)
29. Tutumlu olmak önemlidir	1 ()	2 ()	3 ()	4 ()	5 ()
30. Sakin bir yaşam sürmek önemlidir	1 ()	2 ()	3 ()	4 ()	5 ()
31. Başkalarının benim	1 ()	2 ()	3 ()	4 ()	5 ()

hakkımda olum düşünmesi					
32. Prensiplerime her zaman bağlı kalmak	1 ()	2 ()	3 ()	4 ()	5 ()
33. İçinde yaşadığım kültürün değer yargıları	1 ()	2 ()	3 ()	4 ()	5 ()
34. Daha düzenli bir yaşama sahip olmak	1 ()	2 ()	3 ()	4 ()	5 ()
35. Daha fazla saygı görmek	1 ()	2 ()	3 ()	4 ()	5 ()
36. Daha huzurlu bir yaşama sahip olmak	1 ()	2 ()	3 ()	4 ()	5 ()
37. Başkalarına karşı adil ve düşünceli davranmak	1 ()	2 ()	3 ()	4 ()	5 ()
38. Maddi olarak rahat bir yaşama sahip olmak	1 ()	2 ()	3 ()	4 ()	5 ()
39. Yaptığım her işte en iyi olmak	1 ()	2 ()	3 ()	4 ()	5 ()
40. Dostlarımda daha fazla yanımda olması	1 ()	2 ()	3 ()	4 ()	5 ()
41. Çevremdeki insanlara uyum sağlamak	1 ()	2 ()	3 ()	4 ()	5 ()
42. Yakınımda beni anlayan bir insan olması	1 ()	2 ()	3 ()	4 ()	5 ()
43. Arkadaş çevremde daha geniş olması	1 ()	2 ()	3 ()	4 ()	5 ()
44. Hayatta hep yeni şeyler	1 ()	2 ()	3 ()	4 ()	5 ()

öğrenmek					
45. Fiziksel olarak daha az yorulmak	1 ()	2 ()	3 ()	4 ()	5 ()
46. Çevremler barışık olmak	1 ()	2 ()	3 ()	4 ()	5 ()
47. Hayatın değerini her zaman takdir etmek	1 ()	2 ()	3 ()	4 ()	5 ()
48. Yeni insanlarla tanışmak	1 ()	2 ()	3 ()	4 ()	5 ()
49. Maddi olanaklarımın geniş olması	1 ()	2 ()	3 ()	4 ()	5 ()
50. Hobilerime zaman ayırmak	1 ()	2 ()	3 ()	4 ()	5 ()
51. Herkes tarafından sevilen bir kişi olmak	1 ()	2 ()	3 ()	4 ()	5 ()
52. İnsanların beni olduğum gibi kabul etmesi	1 ()	2 ()	3 ()	4 ()	5 ()
53. Herkesçe tanınan biri olmak	1 ()	2 ()	3 ()	4 ()	5 ()
54. Arkadaşlarımla daha fazla vakit geçirmek	1 ()	2 ()	3 ()	4 ()	5 ()
55. Başkalarının saygısını kazanmak	1 ()	2 ()	3 ()	4 ()	5 ()
56. Başkalarıyla zıtlaşmamak	1 ()	2 ()	3 ()	4 ()	5 ()
57. Yaşadığım sağlık problemleri	1 ()	2 ()	3 ()	4 ()	5 ()
58. Paramı harcamadan önce iyice düşünmek	1 ()	2 ()	3 ()	4 ()	5 ()

59. Yakınlarımla yaptıklarımla takdir etmesi	1 ()	2 ()	3 ()	4 ()	5 ()
60. Sağlıklı bir yaşama sahip olmak	1 ()	2 ()	3 ()	4 ()	5 ()
61. İdeallerim, felsefî görüşüm	1 ()	2 ()	3 ()	4 ()	5 ()
62. Daha fazla saygı duyulan bir kişi olmak	1 ()	2 ()	3 ()	4 ()	5 ()
63. Başka insanları olduğu gibi kabullenmek	1 ()	2 ()	3 ()	4 ()	5 ()
64. İlkel bir yaşam	1 ()	2 ()	3 ()	4 ()	5 ()
65. Hayatımın ve geleceğimin daha fazla güvence altında olması	1 ()	2 ()	3 ()	4 ()	5 ()
66. Dinlenmek için yeterince zamana sahip olmak	1 ()	2 ()	3 ()	4 ()	5 ()
67. Başkalarının hakkımda ne düşündüğü	1 ()	2 ()	3 ()	4 ()	5 ()
68. İnsanların çabalarını takdir etmesi	1 ()	2 ()	3 ()	4 ()	5 ()
69. Güvenli bir muhitte yaşamak	1 ()	2 ()	3 ()	4 ()	5 ()
70. Herkesle iyi geçinmektense gerçek dostlara sahip olmak	1 ()	2 ()	3 ()	4 ()	5 ()
71. Para biriktirebilmek	1 ()	2 ()	3 ()	4 ()	5 ()
72. Başkalarının duygularını	1 ()	2 ()	3 ()	4 ()	5 ()

hislerini anlamak					
IV. BÖLÜM-Anketin Bu Kısımında Katılımcılara İşyerlerindeki Performanslarıyla İlgili Algıları Sorulmaktadır (Kişisel Performans Algısı). Lütfen Her Bir İfadeyi, Size Verilmiş Ölçeğe Göre Cevaplandırınız.	1. Kesinlikle Katılmıyorum	2. Katılmıyorum	3. Kararsızım	4. Katılıyorum	5. Kesinlikle Katılıyorum
73. İş yerimde bana verilen vazifeleri layıkıyla yerine getiririm	1 ()	2 ()	3 ()	4 ()	5 ()
74. Performansım değerlendirilirken göz önünde bulundurulacak davranışlarda bulunmaya önem veririm	1 ()	2 ()	3 ()	4 ()	5 ()
75. İşimde birlikte çalıştığım, etkileştiğim ve konuştuğum kişiler performansımı etkiler	1 ()	2 ()	3 ()	4 ()	5 ()
76. Görev tanımımda yer alan sorumlulukları başarıyla yerine getiririm	1 ()	2 ()	3 ()	4 ()	5 ()

77. İşimin gerektirdiği gayreti gösteririm	1 ()	2 ()	3 ()	4 ()	5 ()
78. Sorumlu olduğum işi hiçbir yönünü ihmal etmem	1 ()	2 ()	3 ()	4 ()	5 ()
79. İş yerinde benden bekleneni yerine getiririm	1 ()	2 ()	3 ()	4 ()	5 ()
80. İşimi yaparken hissettiğim takdir edilme duygusu performansımı etkiler	1 ()	2 ()	3 ()	4 ()	5 ()
81. İşimin bana verdiği kişisel gelişme ve yükselme imkânı performansımı etkiler	1 ()	2 ()	3 ()	4 ()	5 ()
82. İşimin kendime ait, bağımsız düşünce ve davranışları uygulayabilme imkânı performansımı etkiler	1 ()	2 ()	3 ()	4 ()	5 ()
83. İşyerimin geleceğim açısından vaat ettiği güvence derecesi performansımı etkiler	1 ()	2 ()	3 ()	4 ()	5 ()
84. Yaptığım işin karşılığında aldığım paranın adaletlilik derecesi performansımı etkiler	1 ()	2 ()	3 ()	4 ()	5 ()

