

Evaluation of Employee's Perspectives on Internal and External Motivation Techniques: Within the Scope of Different Companies

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Abstract

Motivation is one of the most important facts that shape human relations. The common goal of all businesses, institutions, and organizations, regardless of their type, is to concentrate people's efforts towards achieving the goal. The data were applied twice within the same institution using the test-retest method. The collected data were analyzed using the SPSS 17 program. According to the results of the study, it was seen that financial incentives are necessary but not sufficient on their own. It has been determined that the expectations of the managers about the application of internal and external motivation tools are higher than the managers. In addition, it has been concluded that performance management, career development, working environment and skill development opportunities, displaying the values that managers give to employees, and giving appropriate responsibilities to the employees have a positive effect on motivation, while the mobbing factor has a negative effect.

Keywords: Motivation, motivation theories, motivation tools, employee, performance, productivity.

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I. Introduction

In a general sense, motivation can be considered as the whole mechanism that enables individuals to start working and then continue and willingly fulfil their duties. In other words, it can be said that it is the process of activating the individual by creating an environment, influencing, and encouraging him to satisfy his needs.

By using a necessary set of internal and external motivation tools, the management can direct the employees to work more efficiently in line with the business objectives. There are five important stages in the use of these tools while employing the staff efficiently. These stages are primarily determining the goal expected from motivation, determining who or which groups will be motivated, then determining the motivation tools, applying the motivation tools, and finally monitoring and evaluating the application results.

Tools used in internal and external motivation do not always show the same effect in all situations and conditions. Their activities vary according to the business, environmental conditions, social structure, and the place where they are applied. It is not possible to develop a universal motivation model according to changing conditions. In general, we can classify motivational tools as economic tools, psycho-social tools, organizational and managerial tools.

According to a study conducted in the United States, 97% of employees stated that motivation has a great effect on their productivity, and 92% stated that motivation is a key factor that ensures their loyalty to their company. It has been determined that 38% higher customer happiness and satisfaction, 22% higher level of productivity and 27% higher profit (earnings) are obtained in companies with high job satisfaction and productivity of employees. (Hageman G (1997)).

The necessity of satisfying needs throughout life requires human action, which is formed by motives. The activated need is called motivation in psychology. (Can H ve Akgün A (1998)). These factors, called motives, can be internal or external. Motives can be innate (impulse, instinct), or they can be acquired later. It is known that motivation is one of the most important facts that shape human relations. Motivation is the process of encouraging employees to work and making them believe that if they work efficiently in the organization, they will satisfy their personal needs in the best way. (Yüksel Ö (2003)). Regardless of location and type, the common goal of all

businesses, institutions and organizations is to concentrate people's efforts towards achieving the goal. Regardless of the work done, if the expected thing is to be able to do the work in question, it requires people to be willing and willing, to adopt and own the work. It is the motivation level of the individual who provides and reveals this desire.

Due to the important place of the employees working in the service sector, studies on motivation are considered important. Studies on motivation in Turkey are generally studies made using primary and secondary data. This comprehensive study, which consists of both primary and secondary data, is considered important in terms of filling the gap in the literature.

II. Literature Review

It is seen that the first determinations and approaches about motivation in working life emerged after the industrial revolution. At that time, the studies of Taylor (1911), Gilbreth (1911) and Gantt (1919), who thought that money was the primary motivation factor and were accepted as the approaches of economic needs, were quite diverse from human relations approaches (Parsons and Broadbridge 2006). After these first approaches to motivation, many new theories have been put forward with the studies. The content theories of Maslow (1943), McClelland (1961), Herzberg (1966), Alderfer (1972) based on the assumptions that people have personal goals and needs that motivate them, and Hull (1951), Heider (1958), which describe the relationships between dynamic variables that motivate people.), Vroom (1964), Adams (1965), Porter and Lawler (1968), Locke (1968), and Porter (1975)'s process theories have been developed. With these studies, it has been shown that the working environment consists of a very complex social system, and it is not possible to separate the effect of one factor on the employees from other existing factors.

Zhu et al. (2016), in their study on "Relationships Between Work Team Climate, Individual Motivation, and Creativity", tried to determine and reveal the level of relationships between team environment, individual motivation and creativity. In this study, they examined the relationship between both intrinsic and extrinsic motivation and the team environment. In the study, factor analysis, correlation with Anova analysis and binary regression analyzes were performed. It has been determined that intrinsic motivation is directly related to creativity, when the intrinsic motivation is high and when

it is low, it has been determined that there is a very strong relationship with creativity. (Zhu Y. Q., Gardner D. G. & Chen H. G (2016)).

Auger and Woodman (2016) examined intrinsic motivation and creativity based on mixed relationships in their work on "Creativity and Intrinsic Motivation Exploring a Complex Relationship". This research explores the link between creativity and intrinsic motivation, using the structure of inductive theory to explore the intrinsic motivation of creative people in general. In the study, factor analysis, correlation with Anova analysis and multiple regression analyzes were performed. In this study, it was concluded that creativity in institutions offers different perspectives to support and encourage intrinsic motivation. (Auger P., & Woodman R. W (2016)).

Eren and Akyüz (2014), in their study titled "The Effects of Coaching Activities on Employees' Intrinsic Motivation and Trust in Managers", examined the relationship between employees' intrinsic motivation and their trust in their managers, and the effects of these variables on their job performance. Personal factor analysis method was used and factor loads were determined. Coefficients were determined by means, standard deviation, correlation and regression analysis. In the study, it was determined that there is a positive relationship between the internal motivation of the employee and the job performance. (Eren M. Ş, Akyüz B (2014)).

Ersarı and Naktiyok (2012), in their study titled "The Role of Stress Management Techniques in the Internal and External Motivation of Employees", revealed the effects of stress management techniques on internal and external motivation of employees. The mean, standard deviation and regression analyzes of the relevant participants were examined, and according to the data obtained, it was noted that there is a significant relationship between the rate of employees' use of stress management techniques and their work motivation. (Ersarı G, Naktiyok A (2012)).

Root (2006); Gözen (2007), in their article on "Job satisfaction and organizational commitment", found that organizational commitment affects employees' trust and loyalty to the job, their effort in fulfilling their duties, their effort, and subsequently job performance and success, and there is a relationship between organizational commitment and leaving the job. attention has been drawn. (Kök S (2006)).

Usugami and Park (2006), on the other hand, "Similarities and differences in employee motivation viewed by Korean and Japanese executives: empirical study on employee management of Japanese affiliated companies in Korea" International Journal of Human Resource Management, in their related research, investigated that it did not whether

motivational factors vary according to nationalities. In the study conducted with Japanese and Korean managers, it was concluded that Japanese managers give more importance to motivation management than Korean managers. In the research, it was concluded that while job security is the most important motivation for Korean managers, the most important motivation for Japanese managers is to have knowledge about business policy and business objectives. (Usugami J, Park K (2006)).

In the study of Jost et al. (2005) in their industry study on "Private Sector Consortia Working for a Public Sector Client – Factors that Build Successful Relationships" to determine the degrees of motivation factors in private and public sector businesses, it was concluded that while the most important motivation factor is high salary for the employee working in the private sector, the job is attractive and different for the employee working in the public sector. (Jost G, Dawson M, Shaw D (2005)).

Humphrey and Russell (2004) on their study of "Motivation and values of hospital consultants in South-east England who work in the national health service and do private practice" state that although they play a fundamental role in patient care in their studies on the subject, there are not enough studies on the motivation of medical doctors. In this study, they concluded that a significant part of the doctors were motivated mostly by financial means. (Humphrey C, Russell J (2004)).

Buck et al. (2003) in a study by the participants, "interesting job" was ranked first, while administrators placed this factor in the eighth place. Promotion and promotion opportunities were ranked second by respondents, while managers ranked this factor tenth and last. On the other hand, while the administrators indicated "appreciation of the work done" as the most important motivation factor, the subjects placed this factor in the sixth place. (Buck J. D. and Motluck M (2003)).

Sargiacomo (2002), in his study titled "Performance management in Hospitals: the role of physicians motivation", investigated the motivation and job satisfaction of employees working in health care establishments. In this study, it was concluded that the health professionals working in the department they want and having job satisfaction are the prerequisites for the satisfaction of the patients treated in the hospital. (Sargiacomo M (2002)).

Moon (2000), in his study "Organizational Commitment Revisited in New Public Management: Motivation, Organizational Commitment Revisited in New Public Management: Organizational Culture, Sector, and Managerial Level", found that

establishing a direct relationship between performance and financial reward increases the organizational commitment and motivation of employees. It has been put forward that it improves internal motivation elements such as organizational effectiveness and job satisfaction. (Moon M. J (2000)).

Robbins (1984), "Management: Concepts and practices, New jersey, Englewood Cliffs: Prentice – Hall, Inc." In his work on the subject, he drew attention to these variables by researching the motivation elements of the techniques that consider the personal variables, job variables and system variables about the motivation of the employees. (Robbins S. P. (1984)).

Maier (1970), in a study based on different sectors, found that the motivation tools used in employee motivation are high income, opportunities for promotion, opportunities for self-disclosure, job diversity, benefiting from some talents, high responsibility, suitable living place, job security, participation in decisions, importance of work. , likeable co-workers, social status, conciliatory boss, freedom to choose working hours, additional benefits, travel opportunities, and job inspections. (Maier S. F (1970)).

Herzberg (1966), "Motivation-Hygiene Theory" states that the factors that are effective in increasing job satisfaction of employees are success, appreciation, quality of work, progress, taking responsibility and personal development. These are generally referred to as intrinsic rewards. Intrinsic rewards are not tangible and provide employees with moral satisfaction from their work. However, status, job security, salary and other financial opportunities are described as external rewards, which can be said to be more tangible returns from the job. Herzberg states that the use of intrinsic rewards in motivating employees will increase success more. However, one should not have the idea that this approach can be valid in every culture. For example, particularly in collectivist cultures, individuals may continue to work not because of rewards but because of commitment to the workplace or employer. It can be concluded that external rewards can be much more effective due to the resource shortage experienced in developing countries and the tendency to avoid unknown conditions. (Herzberg F. (1966)).

III. Purpose of the Research

In order to ensure the motivation of health workers, it is necessary to determine the factors affecting the motivation of the health worker first. In this study, it was aimed to determine the factors that motivate health workers in a university hospital and to observe the change over time. According to the data of the World Health Organization, the average life expectancy in the world is increasing. The importance of health institutions is increasing day by day as life expectancy and quality are increasing. Considering today's competitive environment, institutions need to present their products or services on time, with high quality, with the least cost and error. The health sector, which is a sector whose subject is human life and therefore no mistakes are accepted, differs from other sectors. A health worker is a resource that meets the health needs of people accurately and on time. Considering that the quality of working life affects the quality of the product/service produced, analyzing the factors affecting the motivation of health workers is important for success.

IV. Research methods

It is a descriptive research aimed at analyzing the current situation. A total of 44 questions will be surveyed for each employee. The collected data will be entered into the SPSS program and regression analysis will be made through the program.

Scope of the Research and Data Collection Techniques

The questionnaire was applied to the employees of a university hospital. An employee satisfaction survey as much as the number of employees was sent to administrative units of all departments/sciences in an official letter. Questionnaire questions were prepared in an understandable way on satisfaction factors. In addition, the participants were informed that there was no personal information in the surveys, so it was not known who the surveys belonged to and that the surveys would be kept confidential. The questionnaires were collected from the department heads one month after the delivery date. After a certain period of time, an Employee Satisfaction Survey

was conducted using the same method and a comparative analysis of the results of the two applications was made.

Statistical Analysis Technique of the Research

Data were analysed with SPSS statics 17 using factor analysis and regression analysis method. The questionnaire form consists of 44 questions and there are 4 questions in order to learn the demographic characteristics of the participants.

Questionnaire questions other than demographic information were prepared with the Likert Method, questions in a 5-point Likert scale were included in the analysis. Surveys with missing data were not included in the calculation.

The data were applied twice within the same institution using the test-retest method. Thus, the reliability of the applied reverse was measured. In the first test, 857 people were surveyed, and in the second test, 603 people were surveyed. Reliability tests were conducted on both questionnaires. As a result of the reliability test of the two survey data, the p values were above 0.000 and the KMO values were above 0.5, so the suitability of our variables for factor analysis was found to be excellent.

Findings and Analysis of the Research

This section contains information about the demographic characteristics of the respondents. In addition, the analysis of the survey research was made.

Analysis of Survey Study Demographic Findings:

In this study, the analysis of demographic data is important in order to generalize about the research population and to determine whether the sample has the ability to represent. The personal profiles of the participants who participated in our study were examined by making frequency analyses and percentage analysis through the tables and graphs below. The analysis of the demographic data of the first and second survey application is as follows, respectively:

Table 1 shows the gender distribution of the participants participating in the first and second surveys. 54.7% of the participants participating in the first survey are female

and 45.3% are male employees. 35.7% of the participants participating in the second survey are female and 64.3% are male employees.

Table 1. Gender Distribution

| The first survey | | | The second survey | | |
|------------------|-----|------|-------------------|-----|------|
| Gender | n | % | Gender | n | % |
| Female | 469 | 54,7 | Female | 215 | 35,7 |
| Male | 388 | 45,3 | Male | 388 | 64,3 |
| Total | 857 | 100 | Total | 603 | 100 |

Table 2 shows the age distribution of the survey participants. Accordingly, 26.7% of the participants in the first survey were in the 26-30 age range, 25.9% were in the 31-35 fat range, 18.3% were in the 36-40 age range, 13.8% were 41- In the 45 age range, 10% are in the 21-25 age range, 3% are in the 46-50 age range, 1.6% are 50 years old and over, and 6% are in the 17-20 age range. 26.9% of the participants participating in the second survey are in the 26-30 age range, 22.7% are in the 31-35 fat range, 18.2% are in the 36-40 age range, 15.1% are in the 21-25 age range. Among the respondents, 9.8% are between the ages of 41-45, 3.6% are between the ages of 46-50, 2.7% are between the ages of 17-20 and 1% are aged 50 and over. It is seen that the participants of the survey have a young and dynamic structure, and that the participants in the second survey are younger than the previous survey.

Table 2. Age distribution

| The first survey | | | The second survey | | |
|------------------|-----|------|-------------------|-----|------|
| Age | n | % | Age | n | % |
| 17-20 | 5 | 0,6 | 17-20 | 16 | 2,7 |
| 21-25 | 86 | 10,0 | 21-25 | 91 | 15,1 |
| 26-30 | 229 | 26,7 | 26-30 | 162 | 26,9 |
| 31-35 | 222 | 25,9 | 31-35 | 137 | 22,7 |
| 36-40 | 157 | 18,3 | 36-40 | 110 | 18,2 |
| 41-45 | 118 | 13,8 | 41-45 | 59 | 9,8 |
| 46-50 | 26 | 3,0 | 46-50 | 22 | 3,6 |
| 50 + | 14 | 1,6 | 50+ | 6 | 1,0 |
| Total | 857 | 100 | Total | 603 | 100 |

Table 3 shows the distribution of the survey participants according to the educational institution they graduated from. Accordingly, 36.1% of the participants in the first survey

were university, 21.2% high school, 17.0% vocational school, 11.9% primary school, 7% secondary school, 3.6% consists of doctorate and 3.2% master's graduates. It is seen that the majority of the first survey participants are universities, high schools and vocational schools. 42.8% of the participants in the second survey were university, 23.4% high school, 15.4% vocational school, 7.3% secondary school, 5.6% primary school, 3.2% consists of master's and 2.3% doctorate graduates. Compared with the previous survey, it is seen that the ratio of secondary school graduates to primary school graduates has increased.

Table 3. Distribution of the last educational institution they graduated from

| The first survey | | | The second survey | | |
|-------------------|------------|------------|-------------------|------------|------------|
| Education | n | % | Education | n | % |
| Primary school | 102 | 11,9 | Primary school | 34 | 5,6 |
| Secondary school | 60 | 7,0 | Secondary school | 44 | 7,3 |
| Liseum | 182 | 21,2 | Liseum | 141 | 23,4 |
| Vocational school | 146 | 17,0 | Vocational school | 93 | 15,4 |
| University | 309 | 36,1 | University | 258 | 42,8 |
| Master degree | 27 | 3,2 | Master degree | 19 | 3,2 |
| PhD | 31 | 3,6 | PhD | 14 | 2,3 |
| Total | 857 | 100 | Total | 603 | 100 |

Table 4 shows the distribution of the total working hours of the survey participants in the hospital. According to this, 34.9% of the participants in the first survey took 3-5 years, 23.7% 6-10 years, 16.5% 11-15 years, 10.6% 1-2 years, It is seen that 7.8% of them have worked in the hospital for more than 15 years, 6.5% of them between 0-1 years. Accordingly, it is seen that the majority of the participants participating in the first survey are competent people who have completed the orientation process. 26.2% of the participants in the second survey were 0-1 years, 22.2% 3-5 years, 18.9% 6-10 years, 11.8% 11-15 years, 11% It is seen that ,1% of them have worked in the hospital for 1-2 years and 9.8% of them for more than 15 years. According to this, it is seen that most of the participants participating in the second survey are newly recruited people. Compared to the previous survey, the working time of the participant group in the hospital is less.

Table 4. Distribution of total working time within the hospital

| The first survey | | | The second survey | | |
|--------------------|-----|------|--------------------|-----|------|
| Operation time | n | % | Operation time | n | % |
| 0-1 year | 56 | 11,9 | 0-1 year | 158 | 26,2 |
| 1-2 years | 91 | 7,0 | 1-2 years | 67 | 11,1 |
| 3-5 years | 299 | 21,2 | 3-5 years | 134 | 22,2 |
| 6-10 years | 203 | 17,0 | 6-10 years | 114 | 18,9 |
| 11-15 years | 141 | 36,1 | 11-15 years | 71 | 11,8 |
| 15 years+ | 67 | 3,2 | 15 years+ | 59 | 9,8 |
| Total | 857 | 100 | Total | 603 | 100 |

Analysis of Survey Research

Bartlett test should be applied to perform factor analysis on the variables of the research. If the p value of Bartlett's test is less than 0.05 significance level, there is a sufficient level of correlation between the variables to perform factor analysis. If the result of the test is not significant, the variables are not suitable for factor analysis. It is learned how many sub-dimensions the survey scale consists of by reaching the number of eigenvalues greater than 1 in the total column under Initial Eigenvalues (initial eigenvalues).

Factor Analysis

In factor analysis, it is possible to create general variables (factors) called factors by bringing together a set of highly correlated variables. (Kalaycı, Ş., (2010)) Factor analysis is applied to find out how many different dimensions the survey questions are perceived by the respondents. In short, factor analysis is used to determine the dimensions in which concepts are explained. Another reason for using factor analysis is to reduce the number of variables. For example, if a concept measured with 50 questions is collected in 6 dimensions as result of factor analysis, then the number of variables will be reduced since the analyzes will be made in these 6 dimensions, not with 50 questions. (Sipahi, B., Yurtkoru, E. S., Çınko, M., (2010))

Considering that the quality of working life affects the quality of the product/service produced, analyzing the factors affecting the motivation of health workers is important

for success. To ensure the motivation of health workers, it is necessary to determine the factors affecting the motivation of the health worker first. In this study, it was aimed to determine the factors that motivate health workers in a university hospital and to observe the change over time. An Employee Satisfaction Questionnaire consisting of 44 questions, equal to the number of employees, was sent to all Departments/Divisions, administrative units, in an official letter. Questionnaire questions were prepared in an understandable way on satisfaction factors. In addition, the participants were informed that there was no personal information in the surveys, so it was not known who the surveys belonged to and that the surveys would be kept confidential. After a certain period, an Employee Satisfaction Survey was conducted using the same method and a comparative analysis of the results of the two applications was made. Questionnaire questions other than demographic information were prepared with the Likert Method, questions in a 5-point Likert scale were included in the analysis.

V. Conclusion

The meaning of the concept of motivation generally includes various internal and external reasons that push the human organism to the behaviour, determine the violence and energy level of this behaviour, give a certain direction to the behaviour and ensure its continuation, and their functioning mechanisms. In other words, a motivated behaviour is goal-directed behaviour. Movements in a motivated behaviour occur in a more organized, more directed way than others. The vitality in the execution of such behaviours, the energy expended, their resistance to change and disintegration, the duration of these behaviours show that these behaviours are motivated. Therefore, motivation is generally understood by psychologists as a chain of processes that initiates, directs, maintains, and ultimately stops a series of goal-directed behaviours. Goal-oriented behaviours are very diverse. It encompasses a wide variety of behaviours, such as looking for food, going to the barber, getting an education, and negotiating. The variety of motivated behaviours is almost as great as the variety of behaviours. For this reason, many topics fall within the scope of the concept of motivation. At the same time, definitions of motivation vary widely in practice and publications.

In this century, which is globalizing, and technology has reached very high levels, it is believed that the most important capital of enterprises is the human element. The fact that human capital has become so important increases the need for motivational practices that direct the behaviour of employees. Therefore, motivation factors play a very important role in the success of businesses as tools that affect the motivation of employees.

Motivating employees to act for the benefit of the business and keeping them at work for the long term requires a lot of hard work. For this reason, many incentive tools are used to provide motivation in businesses and to enable employees to act in line with business objectives. When employees start working in an enterprise, they bring with them some requirements that affect the success and efficiency of the enterprise.

According to a study conducted in the United States, 97% of employees stated that motivation has a huge impact on their productivity, and 92% stated that motivation is the key factor that ensures their loyalty to their company. It has been determined that 38% higher customer satisfaction, 22% higher productivity and 27% higher profit are obtained in companies with high job satisfaction of employees. The results of this research show that there is a very close relationship between the satisfaction of employees and their liking and productivity. Motivation and performance are closely related. Unmotivated personnel are not expected to perform. Individual differences should be considered when using motivational tools. Since the factors that motivate the employees vary from person to person, it should be determined which motivational tools will be effective.

Considering that the wishes and needs of the employees will not be always the same with everyone at any time and places, it should be considered that the factors affecting motivation will vary according to the employees. Therefore, it is revealed that motivation is a concept that should be considered multidimensional as internal and external motivation, and the level of economic, psychological, and organizational-managerial factors in affecting motivation in general should be considered together.

Ensuring the motivation of the employees is among the important issues of business life. Because motivation is an effective tool in the performance of both the employee and the business. A manager who wants to increase performance should take into account the attitudes and behaviours, desires and wishes, ideas and feelings of the employees, as well as the internal and external factors that affect them. Personnel who

cannot achieve their internal or external motivation should not be expected to perform positively.

From this point of view, in the research, economic, psychological and managerial-organizational motivation factors were discussed by taking into account the effects of internal and external motivation, and a comparative analysis was made on the basis of local government, explaining that these factors affect the motivation of employees working in local governments positively or negatively.

According to the findings, the following can be said about the internal and external motivations of the employees working in local governments:

a. External Motivation Factors

- According to the results of the research, employees working in local governments agree that annual increases in their salaries will increase their motivation positively. In this case, it can be said that the wage factor has an important place in the motivation of the employees. No significant difference was found in the views of the employees on the basis of local government.
- In the local government sector, there is a difference of opinion on the fact that employees receive the same wage as other colleagues doing the same job (wage fairness) positively affects motivation. Employees working in the metropolitan municipality agree with this view at a higher rate than the employees in the district municipality. Here, the logic of equal pay for equal work suggests that there is no discrimination between the employees and their other colleagues.
- In local governments, a difference of opinion has been identified about the positive effect of overtime compensation in order to enable employees to work more efficiently. While the compensation of overtime has a positive effect on the motivation of the employees in the metropolitan municipality, the employees working in the district municipalities were undecided on this issue. It can be said that the reason for this situation is that overtime is given to each employee as a certain amount of leave (holiday) or a certain amount of money (overtime wage), which causes it to be perceived as a part of the fixed wage.

- The fact that the employee knows that he will also benefit from the success he will achieve in the business by participating in the profit, enables him to work more willingly and more efficiently. In the research, the motivation of the employees is positively affected in this regard and no difference of opinion was found based on the sector.
- While the regular and timely payment of wages of employees in local governments affects their motivation positively, there is no difference of opinion among employees in local governments. The idea of "Employees have to be successful, they will get paid somehow", which is a common and wrong expression in local governments, will be refuted in this way. Employees are more motivated if they receive their wages on time and regularly. Thus, their contribution to local governments also increases.
- The provision of insurance, health, job security and retirement security by local governments and the fact that employees do not work for fear of being fired affect their motivation positively. No difference was found between the views of the employees in local governments. These factors may create the idea that they can retire in the local governments where they work. Having a future guarantee always makes a person happy and peaceful. Giving this assurance will be in favour of local governments.
- There is no difference of opinion regarding the positive effect of giving the employees working in local administrations authorizations appropriate to their qualifications by the management. Those working in local governments, especially lower and middle level managers, want to have more authority. Subordinates who have authority work harder and are more successful in local governments. Therefore, managers should empower and empower their subordinates by delegating the necessary authorities; so they should motivate their subordinates to work harder and be successful.

b. Internal Motivation Factors

- Many people want to work independently, move freely, take initiative, take responsibility, and do business on their own. Undoubtedly, giving initiative to such responsible employees in management makes them more successful. Thus, their motivation will be positively affected. In this study, employees working in local governments agree that their independent work will motivate them more. However, it may not be beneficial to give initiative to employees who want to work independently and do not want to take responsibility.
- An employee cannot work alone without being involved in a relationship system. There are groups in which he is involved individually or as a group, such as cooperation and teamwork. Rather than satisfying these needs of individuals with different needs separately, it is easier to satisfy the needs of the group of which they are a member and to motivate groups in this way. In the study, there was no difference of opinion on the fact that employees working in local governments positively affect the motivation of social participation such as cooperation and teamwork.
- Most employees work harder when they have a job worth doing. In this case, the employees not only work for themselves or for the interests of the business, but also feel the happiness of doing something in the society. In addition, the fact that employees receive constructive criticism and appreciation for their work from their superiors or group members positively affects their motivation. In the research, employees working in local governments have the same idea.

c. Suggestions

When the researchers are examined, it is seen that there is a relationship between the time spent in the profession and job satisfaction. Newly recruited employees tend to be more satisfied with their jobs. This satisfaction can be high because the job is new. Local government employees can benefit from the excitement, energy and job satisfaction level of the newly recruited personnel in new projects. While married

people expressed their opinion that paying for overtime should contribute to the family budget, they expressed the opinion that overtime hours to be used for social purposes by single people as vacation or leave may increase their satisfaction with the work done.

When determining overtime, local government managers can direct the motivation of the working personnel according to whether they are married or single. The logic of equal pay for equal work suggests that there is no discrimination between the employees and their other colleagues. In this case, giving transparent information to local government employees that equal pay for equal work is applied can increase their motivation positively.

In local governments, since the physical conditions and working conditions of the working environment affect the external motivation of the employees positively, the managers can review the smoothness of the physical conditions to increase the external motivation of the employees. Employees should immediately meet their colleagues and superiors when they first enter the job and try to keep up with the environment. If the employee shows an indecisive behaviour in this regard, his internal motivation may also be negatively affected. Managers can increase their internal motivation by supporting newly recruited employees to socialize with their colleagues. A well-developed and functioning communication network positively affects business success in local governments, and this success can ensure that outputs are high both in quality and quantity.

The greater the uncertainty about information exchange and collaboration, the lower the efficiency may be. Good communication of personnel working in local governments will increase their internal motivation. In this way, the strengthening of friendship and solidarity in the workplace can be achieved.

It has been revealed that in the unit directorates of local governments, the opportunity of promotion and promotion to the employees in return for their success has a positive effect on their internal and external motivations. It is thought that an employee who has spent years in a business will motivate him to move to a higher position when the time comes. Encouraging achievement awards can be applied to employees that they have promotion opportunities. Timely and regular payment of wages of employees in local governments positively affects their internal and external motivations. Employees can be more motivated if they receive their wages on time and

regularly. By paying the wages of the employees regularly and on time, their contributions to local governments can be increased. The suitability of working hours increases the motivation and productivity of the personnel. Working conditions also affect the non-working life of the personnel. For example, overtime or long working hours can cause people not to spend much time with their family or friends and to renew themselves. Relative working hours or short working days will enable employees to devote more time to themselves. A regular working hour can increase the internal and external motivation of the personnel working in the local government.

Providing insurance, health, job security and retirement security by local governments and employees not working for fear of being fired can affect their motivation positively. Having a future guarantee can always make a person happy and peaceful. Giving this assurance can be evaluated to increase the internal and external motivation of employees in local governments.

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