

Topic: The Impact of Motivation on Employee's Job Performance: The Case of Kapital Bank OJSC.

Approved by thesis supervisor Dean Dr. Elkin Nurmammadov

A handwritten signature in black ink, appearing to read 'Elkin Nurmammadov', with a long horizontal flourish extending to the right.

Abstract

The job performance of the workers is one of the most crucial factors in how well an organization performs. This makes it crucial to look into the variables influencing employee performance. To improve performance, it will be necessary to show how well employee motivation works as one of the aspects influencing employee performance. In this context, it was intended to investigate the impact of motivation on perceived job performance. The questionnaire method of data collection was applied to 72 employees of Kapital Bank branches operating in Baku, Azerbaijan. In this case, a questionnaire with scales for measuring job performance and motivation was distributed to the staff members working in the aforementioned bank branches.

As a result of the study, it has been determined that the job motivation of the employees does not differ according to demographic variables, whereas the perceived job motivation differs according to gender and educational status of the employees. As a result of the simple regression analysis, it was revealed that job motivation together with its sub-dimensions such as intrinsic motivation and extrinsic motivation, are the significant determinants of the perceived job performance. On the top of that, it was found that intrinsic motivation is the most important determinant of the perceived job performance as per its explanatory power of 63.3%.

Keywords: job performance, job motivation, intrinsic motivation, extrinsic motivation, Kapital Bank, regression.

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1. Introduction

In today's competitive business environment, all organizations seek various solutions in order to survive and be successful. In order to achieve their goals and objectives, organizations develop strategies that will exist in competitive markets and increase their performance. In this context, all companies, regardless of size and market, try to establish a strong and positive relationship with their employees and direct them to fulfill their duties with high performance. Successful companies see their human capital, in other words their employees, as their main assets and try to maximize their performance by increasing their motivation. On the other hand, motivation - government, private or civil society - is vital and necessary for any institution because it can positively change and improve the performance of employees (Aarabi, Subramaniam , & Almintisir, 2013).

The main challenge facing organizations is to identify and implement appropriate motivational factors to improve their performance (Schmidt, 2005). These factors may be institution and employee specific as the performance expectations of the institutions and the individual expectations of the employees are different from each other. Therefore, the idea of motivation has become a common driving force for successful businesses (Schmidt, 2005).

What motivates people to work is one of the questions sought to be answered today as it has been for many years. The answer to this question is important because understanding what influences people's behavior is essential to the management of organizations where people are their primary stakeholder. In this context, it is observed that businesses are looking for various ways and methods in order to increase the performance of their employees (Armstrong D. , 2010). Otherwise, the motivation and morale of the employees decrease, businesses may face the risk of losing valuable employees and may be disadvantaged in attracting the potential best talents (Karikari, Boateng, & Ocansey, 2015). This situation has direct or indirect negative effects on the performance of the enterprises.

It is stated that the motivation of the employees is an important internal control tool, and that employee needs must be satisfied in order to increase productivity and efficiency. Motivation functions as an important part of result-oriented management by determining smart goals and effective communication systems in an enterprise and contributes to the performance of employees, their efficiency and effectiveness in achieving organizational goals and objectives (Odukah, 2016). Although the effect of motivation on performance can be positive, the magnitude

of the effect is also an important research question. However, it has been observed that until very recently, managers focused on analyzing the technological and mechanical capacities of their organizations in depth and neglected their human capital (Armstrong & Brown , 2018). It has been observed that increasing the motivation and commitment of employees over time can increase organizational performance, and the motivation-performance relationship has come to the fore as an important research problem.

Without belittling the scientific and practical significance of the past studies, it would be appropriate to note, that the problems of human resource management in banking organizations and credit institutions in Azerbaijan, especially the issues of motivation management in this process, have not been studied at all. Even personnel issues of banking enterprises and organizations, problems of human resource management, and aspects of effective labor organization at these enterprises were not studied comprehensively and systematically, and these issues, as a rule, escaped the attention of researchers. Against the backdrop of recent changes in the economy, the financial and banking sector of Azerbaijan, there is a great need to develop a human resource management system in the banking sector, develop effective personnel mechanisms, as well as improve methods and techniques for motivating and stimulating personnel.

Institutions and organizations operating in other sectors of the economy of the Republic of Azerbaijan, including the banking sector, lag far behind not only in the concept of employee motivation but also in the implementation of internationally recognized rules, methods, and standards in the field of human resource management. As recent events have confirmed, the banking and credit sector is a growing industry that has a strong influence on the development of the country's economy as a whole. Events such as the devaluation of the manat and the depreciation of the population income due to the fall in world oil prices, the decline in living standards, increase interest in a comprehensive systematic study of employee motivation and their impact on the company's activities in the face of high unemployment in the country. It should be noted that mass layoffs and wage cuts have recently become widespread in many banking organization in Azerbaijan. In many countries, human resource management specialists are developing new methods, techniques, and tools for personnel management, widely using methods and rules that have already proven themselves in enterprises to increase the motivation and productivity of employees. However, enterprises and organizations of our country lag behind in these matters. In modern conditions, enterprises and organizations must either increase the

frequency of material incentives to satisfy their employees or use non-monetary incentives to distract them from financial problems or increase the efficiency of employees by synthesizing a number of motivational methods.

Personnel motivation is a stumbling block for every HR professional and manager today. No company can succeed without employees working with full dedication, without staff commitment to the company's goals, mission, and principles. Managers are faced with the question of how to motivate a particular employee and, most importantly, how to keep him/her in the company. The relevance of this thesis paper is determined by the fact that work in banking organizations is becoming more and more meaningful, interesting, and creative. In modern times, characterized by the financial crisis and high competition in the banking sector, the role of a highly qualified employee has increased significantly, and it is only possible to retain him or her through the construction and application of a competent motivation system.

The foregoing acted as factors that determined the choice of the research topic and reflect the differences between this study and other scientific works carried out in our country. Thus, this study can be presented as the first research work in our country devoted to the issues of motivation of employees in the banking sector.

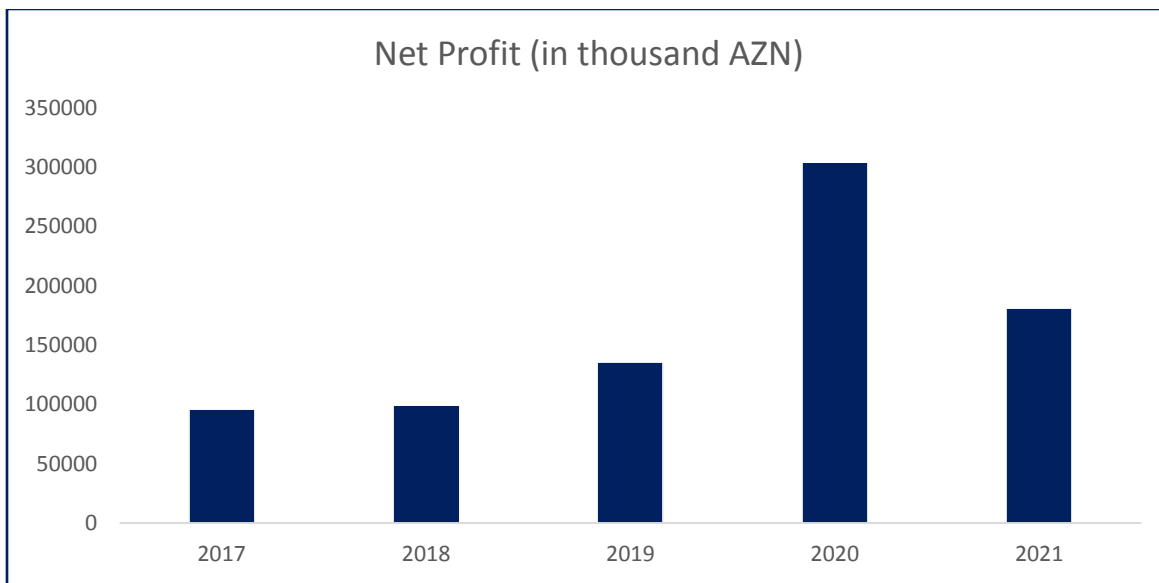
1.1 Company Background (Kapital Bank OJSC)

As the successor of Azerbaijan's Saving Bank, Kapital Bank is doing well. Kapital Bank is now Azerbaijan's biggest financial institution. About more than 5 million people and 22,000 businesses are served by Kapital Bank. Concurrently, Kapital Bank is involved in a number of state-owned social initiatives and executes a variety of real-estate development plans. Kapital Bank, which has been active in Azerbaijan's banking industry since 1874, is the country's largest supplier of financial services and products to the government, state-owned enterprises, and large businesses. During its first years of foundation, the well-known intelligentsia of Azerbaijan such as Zeynalabdin Taghiyev, Haji Shikhali Dadashov, and Haji Baba Hashimov were the part of the Steering Committee. The bank was remained to be “Kapital Bank” in 2004. Today, with the biggest branch network in Azerbaijan, the bank has a distinct advantage and a leadership position in serving over 5 million clients (Kapital Bank, 2022).

Kapital Bank contributes to the sustainable development of Azerbaijan. Delivering value to the clients, workers, shareholders, and society at large is something Kapital Bank is dedicated to doing. Its values—honesty and openness, teamwork, dedication to clients, professionalism, and

social and environmental responsibility—form the foundation of its purpose. The bank wants to offer clear-cut, uncomplicated financial services in a just and open way (Kapital Bank, 2022). It is able to offer items that are specialized to the requirements of the business clients, with an emphasis on timeliness of delivery, thanks to its deep understanding of Azerbaijani entrepreneurship. The bank can manage credit risk by carefully examining the borrowers' financial circumstances. In 2012, Kapital Bank of Azerbaijan was awarded with a long-term “B+” rating and short-term “B” rating by international rating agencies such as Moody’s and Fitch Ratings (Kapital Bank, 2022).

Figure 1. Net Profit of Kapital Bank at the end of 4th quarter.



Source: Own construction based on the data retrieved from Kapital Bank website (Kapital Bank, 2020)

The figure above summarizes net profit of Kapital Bank in thousands AZN at the end of 4th quarter covering the time span from 2017 to 2021. The Bank has been enjoying positive net profits in a row since 2016. Net profit of the bank experienced negative values in 2015, when AZN was significantly depreciated relative to dollar. The quarterly net profit from the 4th quarter in 2020 equalled 302 million AZN. Overall, the bank can be considered financially sound with increasing revenues and demand for its services.

1.2 The Purpose of the Study

In this study, it is aimed to examine the effect of motivation on job performance. The main question of the research is how motivation affects internal and external motivation dimensions and job performance and the size of this effect. In the conceptual part of the study, the concept of

motivation, motivation types and tools are examined, and studies on the relationship between motivation and performance are investigated. Similar studies on this subject have been examined in the literature. In the application part of the study, quantitative research was conducted with the participation of employees from Kapital Bank branches operating in Baku. The data collected by the questionnaire will be analyzed with the SPSS package program.

In the findings part of the study, the results obtained are explained by showing tables, and in the discussion conclusion part, the results obtained are discussed by comparing them with similar studies in the literature. Various suggestions will be made depending on the results obtained.

1.3 Research Questions

This research basically tries to answer 2 major research questions and 2 minor research questions:

1. What is the effect of employee intrinsic motivation on job performance in the banking sector of Azerbaijan?
2. What is the effect of employee extrinsic motivation on job performance in the banking sector of Azerbaijan?
 - a. Does employee motivation (with intrinsic and extrinsic motivation dimensions) differ according to demographic variables in the banking sector of Azerbaijan?
 - b. Does employee job performance (with task, contextual and job performance dimensions) differ according to demographic variables in the banking sector of Azerbaijan?

3. Literature Review

3.1 The Concept and Importance of Motivation

The term motivation was first introduced by psychological researchers in the early 1880s. The word motivation is derived from the Latin word "movare". Motivation, which is used as "motive" in English and passed into our language from here, is used in the meanings of movement and motive. In the same way, it is noteworthy that the word motivation is also used in the meanings of "directing, mobilizing, encouraging, willing, desire" and similar meanings (Ruthankoon & Ohunlana, 2003). The concept of motivation has been the subject of research by psychologists and social theorists in the following periods (Forgas & Laham , 2005)

Since there are many researchers and different disciplines working on this concept and its scope is wide, it has become extremely difficult to define motivation. Therefore, the concept of motivation has been defined in different ways in the literature and these definitions have been mostly handled in relation to the concept of motive. In general terms, motivation is defined as taking action to fulfil an unsatisfied psychological or physiological need (Williams & Luthans, 1992).

While motivation is defined by psychologists as a psychological phenomenon related to the aspect of human behavior, it is described by physicists as a systematic and empowering behavioral process that has a stimulating effect, which performs the energy transformation that occurs in the tissues of an organism. Ruthankoon and Ogunlana (2003) defined it as an endeavor to answer the question of what kind of a way can be followed to direct the individual to take action

Motivation refers to the feelings that an individual experiences or feels in his/her inner world in relation to the work done with enthusiasm and desire (Kaufmann, Schulze, & Veit, 2011). According to another definition, motivation is defined as the behavior and effort of people with their own desires and wishes in order to reach a certain goal (Osterloh & Frey, 2000). Motivation refers to a person's desire to do work (Smithers & Walker, 2000). All of the efforts and endeavors exhibited in order to harmonize, direct, coordinate and create a participatory atmosphere for individuals who cooperate for a specific purpose are also defined as motivation (Steel & Konig, 2006).

To make an inclusive definition in line with the definitions in the literature, motivation is the driving force needed for a job. When the definitions listed above are analyzed, it is revealed that there are three main elements underlying motivation (Kaya, Dogan, & Kabakci, 2015):

- i. The activation of certain forces within the inner world of the individual by an external influence and the display of desired behaviors accordingly
- ii. Directing the behavior in order to reach a certain goal and purpose
- iii. Continuation of the behavior by the individual towards the perceived goal.

3.2 Types of Motivation

Factors that provide motivation, in other words, motives, are shaped by the past experiences of the individual and form a unity. Therefore, a motivation is the source, sustainer, and director of the behaviors of the individual in a whole. Thanks to the motivation, the process needed for a behavior in line with the purpose is initiated and this process is ensured to be continued. In other words, motivations have a directing effect for behavior and make the organism more active and lively (Hsieh, 2014).

3.2.1 Internal Motives

Unconscious behaviors that are not based on learning processes and arise from the natural needs and requirements of the individual are called internal motivation. These behaviors occur naturally on their own. They are impulses that drive the individual to fulfil a certain need. They occur in the same form in all representatives of a species and are transmitted from person to person through heredity. They are not evolved. If instinctive behaviors were caused by external factors, the behavior, once started, would be completed without the need for a triggering stimulus. Another characteristic of instinctive behaviors is that they can only occur with a part of the "stimuli". (Norman, 2001).

3.2.2 Physiological Motives

Physiological motivations are also called organic motivations. These motives are the motives that arise due to the basic needs that the organism must meet in order to continue its life. They arise because of the organism's need to continue its life and generation and are effective starting from birth. Needs such as sleep, excretion of unnecessary substances, lack of oxygen, thirst, hunger, rest cause physiological motives. Physiological motives, which are the most important

basic motives, must be satisfied in some way. They cannot be postponed. As long as the organism continues its life, motives can continue their existence. In other words, it can be said that they are conscious or semi-unconscious. Physical motives, which are universal because they are present in all living organisms, are transmitted through heredity and have priority because they constitute the basis of other motives. Based on Maslow's hierarchy of needs, physiological motives (those at the bottom of the pyramid) should be satisfied first, followed by social motives (those at the top of the pyramid). However, the order of priority may vary from individual to individual. (Gilmore, 1974).

3.2.3 Social Motives

Social motives are expressed as motives that involve other people in some way. It is impossible to isolate the individual, who is a part of the society in which he/she lives, from the society. Each society has its own oppressive customs, traditions, and rules. The individual is obliged to respect these values, rules, and judgements within the social order. However, individuals desire to reach the level perceived as good, beautiful, and ideal by the society. Belonging to a group, performing a good task, being loved, liking, being admired, thinking freely, and being recognized are socially comprehensive thoughts and feelings that put the individual into action. Therefore, it can be stated that social motives differ from person to person or from society to society. (Snyder, 1996).

Social motives can be learnt or unlearnt. They can be acquired under the influence of environmental factors and can change as a result of learning similar to primary motives. Social motives are more active at the old age of the individual and have a more complex structure compared to physiological motives. Social motives enable the individual to realize himself/herself. (Snyder, 1996).

3.2.4 Psychological Motives

When we look at the difference between psychological and physiological motives, it is seen that physiological motives are innate, while psychological motives are learned, that is, acquired later. Psychological motives are more difficult to identify than social and physiological motives. The personality structure, which develops through different stages, reveals the way psychological motives are formed and provides their direction. When psychological motives are examined, it is observed that the motive to be independent and the motive to show oneself are common, but the strongest psychological motive is the desire to be in power. The motive in question arises from the

individual's desire to be independent and to show himself/herself. For this reason, it is accepted as the strongest among the motivation sources. (Frey & Jegen , 2001).

3.3 Motivation Instruments

Contributing to the effective and enthusiastic work of employees can be expressed as the main goal of motivation. In order to achieve this goal, research has been carried out for a long time on the factors that encourage individuals to work. Motivational factors contribute to increase the performance of individuals and they are not in competition among themselves, on the contrary, they complement each other (Robbins & Judge, 2012). The factors utilized in motivation do not always have the same effect. The factor that is important for one individual may not be important for another. For example, while wage in economic terms is important for one employee, there may be motivational tools that are more important for another. The value that the individual will give to these tools varies depending on his/her values, social and environmental factors and educational status. Although it is accepted that there are a number of universal factors related to motivation, it is not easy to create business-specific, society-specific and individual-specific motivation models. Motivation factors, which are determined by different studies and whose order of importance varies, are evaluated in three categories: organizational/managerial factors, psycho-social factors, and economic factors (Breen & Lindsay, 2002).

3.3.1 Economic Instruments

These instruments are important motivational tools in newly developing countries. Price policy is the name given to tools related to the economy, such as premium profit, social rights and security. It is necessary to ensure that employees work with the struggle structure necessary to increase their productivity (Laessoe, 2014). It is very important to motivate employees in this way. As the main goal of companies is profitability, the main goal of employees is to make a good profit (Page, 2010). Economic means that motivate individuals are divided into five parts: price increase, premium price, participation in profit, granting social rights and economic reward.

3.3.1.1 Payroll Increase

Price is the main reward that the employee receives in return for his/her work. Although it is not only a monetary price for the individual, the employee's contribution to the work, and therefore its importance in the shop, gains an element with the valuation of the boss and the reflection of his perspective on the employee. The price meets the needs of the individual. It also helps him/her to

feel secure, to see his/her skills and to reach his/her ambitions. Therefore, it is a feedback tool. Employees progress and perform in their work. While price enables the employee to live in prosperity, price dissatisfaction leads to standard dissatisfaction. This situation creates a negative, i.e. reverse motivation situation in motivation (Laessoe, 2014). The reasons why price increase is important can be listed as follows. First of all, price is a motivating factor while providing harmony. In addition, the amount of price shows the degree of the employee. In other words, the price increase is the confirmation of the employee's victory in his/her job. The price increase can afford a life deprived of contact with other people (Becchetti, Castriota, & Tortia, 2013). In the researches conducted, the performances of the individuals whose price increased in the effect of the differences in the prices of two employees who produced different products and received different prices were more than those who received the same wage before. The performance of the individual whose price decreased was found to be lower than the performance of the individual who previously received this price. Reversal in perception creates unhappiness, uneasiness, job dissatisfaction and motivation inability (Becchetti, Castriota, & Tortia, 2013).

3.3.1.2 Performance Premium

The additional price earned by the employee other than his/her regular salary is called premium. Some organizations give premiums to their employees as a result of their fruitful work and increasing production; this is also called incentive premium (Cadsby, Song, & Tapon, 2007). The calculation of the premium is based on the time worked and the work done. In some workplaces, employees are given bonuses in return for their struggles. But it is very difficult to measure the service (Manso, 2011). Every human being wants to be rewarded for his/her extra effort. Spiritual feelings such as inner satisfaction and increased self-confidence can be considered as a reward, but being rewarded with a tangible return for the effort will be a factor that increases internal motivation. Premium is a payment made to an employee with the aim of encouraging him/her to improve his/her performance related to his/her job. Therefore, the premium price system takes its place among economic motivators (Cadsby, Song, & Tapon, 2007).

3.3.1.3 Profit Sharing

Profit participation is a price method based on the sharing of the earnings obtained by the bosses and employees together in the organization and has different methods. Therefore, the employee aims to increase the profit rate. In this case, it is directed towards the same goal with the

company. Employees' loyalty to the company increases due to a common goal. The motivation of the staff to work increases. Entry and exit rates decrease (Long, 2000). Here, the employee is rewarded economically in addition to the price. In the realization of the construction, at least the principal factor and labor are combined. Profit sharing is the only way to incentivize the employees and it is a very appropriate method (Long, 2000). Profit sharing is an effective and more prioritized method, but while doing this, the balance within the company should be preserved. When introducing profit sharing, the difference between those who actually participate and contribute to the firm with full energy and those who do not should be taken into account. Otherwise, this economic motivational tool may backfire and have negative effects on employees (Bernhardt & Chambers, 2006). As we mentioned earlier, one of the main goals of motivation is that the goals of the employee and the company should be common, in a sense, they should be melted in the same pot. Therefore, the name of being able to melt the company's ambitions and the employee's ambitions in the same pot is called 'profit participation' and has a positive effect on employee motivation (Long, 2000).

3.3.1.4 Economic Reward

The reason for the establishment of a company is essentially based on economic principles. For this reason, economic incentive vehicles are more effective than other vehicles in motivation. It is a very effective reward system in encouraging and binding the employee (Lourenco, 2016). It prevents situations such as quitting the job or not caring. It is used to improve performance in manufacturing and organization issues. Managers reward employees who achieve the intended goals and complete the project in a short time. Again, companies should reward employees who can teach the work, make offers that ensure savings, and work with continuity (Panagopoulos, 2012). Therefore, these rewards are of two types:

Firstly, it is evaluated according to the effort and labor given, so that they are paid and motivated in this way. The other method is to increase the motivation of the employees with the attitude and to give valuable gifts to the individual who has been motivated in return for the service. (Panagopoulos, 2012).

3.3.1.5 Granting Social Rights

People who spend most of their lives at workplaces fulfil their social, monetary and emotional needs at workplaces. Therefore, they become attached to the organization while meeting their

needs. These situations are evident in some employees. Social rights are given to employees to prevent them from developing negatively. Such as pension insurance, accident and sickness insurance or unemployment insurance rights include forms that provide permanent earnings as long as life continues. (Mazzoni, Zomeren, & Cicognani, 2015).

Social support to employees is also one of the most effective economic motivation tools. These reinforcements to be made within the framework of the possibilities of the organization will be important for the employees and they will perceive that the organization does not refrain from offering its possibilities to them. In this respect, social support and reinforcement practices are extremely important for an organization in terms of morale and motivation. (Sears & Pai, 2012).

The examination and implementation of new social simplicities as much as the economic possibilities of the company allow, studies to improve the quality of business life, are the precautions that provide quality life to employees. For example, the provision of transport, meals, hot drinks, insurances, clothing assistance, etc. are included in social rights, while only wages are not sufficient to affect performance. In this period of increased competition, it is obvious that achieving success with social opportunities is achieved in these ways as competition increases. In this regard, the issue of social security has gained importance (Bakadorova & Raufelder, 2014). On the other hand, social assurances should not be forgotten, and it should not be forgotten that a lack of social assurance will negatively affect the focus and motivation of the employee. Therefore, the most essential aim of a company is to firstly provide prosperity and profit for itself, to fulfil the wishes of the owners of the company for which it is responsible, as well as to fulfil the wishes of the environment and the nation by fulfilling its social responsibilities. In addition, the company is also obliged to serve to provide maximum benefit to its employees (Bakadorova & Raufelder, 2014).

3.3.2 Psycho-Social Instruments

The way of these tools is not economic, but it is a tool that provides an increase in motivation with a sense of satisfaction. Rewarding by appreciating the success of the employee, giving authority are satisfying tools such as giving responsibility, promoting, or providing training are also among these motivational tools. Providing competition or career-enhancing activities or allowing them to work independently also provide motivation. Services such as making the

employee feel safe, sociability and participation, counselling on these issues. Ensuring adaptation to the environment and taking measures for this are also among these tools. (Fong, 2017).

3.3.2.1 Value and Status

Giving authority to the employee and fulfilling his/her responsibility is one of the motivational tools. It is the authority of the person to act and decide as he/she wants while performing the task, which is used together with authority and responsibility. They are concepts because responsibility is affected by authority. In authority, the employee who receives the authority makes and executes decisions and this right is given to that person. The two create a balance so that responsibility follows with authority. In responsibility, the person is obliged to account for the work he/she has done to his/her superiors, so the employee makes an effort to succeed. (Bridoux, Goeurderoy, & Durand, 2011).

Sharing authority and responsibility can be one of the most important motivational tools for employees. Because the self-confidence of individuals who take authority and responsibility increases, their initiative develops, their creativity is revealed and naturally their motivation levels increase. This also brings along the employees to share responsibilities. At the same time, trust-based relationships emerge between employees and managers. The best training that can be given to an employee is to take him under responsibility (Michaelson, 2005). In status, the person's need to be respected feels a sense of satisfaction when he/she is appreciated for his/her work. It is thanks to the bosses that the sense of satisfaction of the employees is permanent and that they are attached to their work and gain permanence. Employees always show an important work to gain the love and respect of their bosses. When they see appreciation, love, and respect in return for their work, they will be much more enthusiastic (Bridoux, Goeurderoy, & Durand, 2011).

3.3.2.2 Ensuring Career Development and Success

Employees generally want to move up in the workplace. For this reason, opportunities such as promotion and rank gain are impressive motivation methods, and their source is rewards. The employee's promotion and being open to development and willingness to improve have a performance-enhancing role on the employee, which gives opportunities for the employee to advance or improve himself/herself in terms of personal development. This situation increases the self-confidence of the employee, which is the main reward for having a say in these people. Of course, the development and promotion of the employee contributes to the prestige of the employee

(Bardwell, 1984). It is known that promotion and career opportunities are a door that should never be closed for employees. Knowing that employees have fair and equitable promotion opportunities leads them to embrace their jobs more strongly. The evaluation of these promotion opportunities in a fair, balanced, and appropriate attitude to reward people's work in the way they deserve is a very important motivational tool (Bozionelos, 2008).

As employees gain motivation, they want to take advantage of courses or trainings that will help them develop further in business. At this stage, the employee who develops his/her skills is even happier as he/she shows these skills at work. Since the achievements shown by the employee will benefit the business and society, it becomes a situation that is also beneficial for the employee to develop and change himself/herself. At this stage, the employee realizes that his/her self-confidence has increased (Bozionelos, 2008). When employees want to have status, they want to see that they are respected and appreciated by increasing their salary or status. In addition to the wage reward, there are issues that are not compared with the wage. In this case, giving employees the opportunity to rise will contribute to the motivation of the employee. In companies that are not like this, employees will be discouraged, and their performance will decrease. Therefore, the promotion of the employee is the tool that encourages and motivates the employee (Srikanth & Israel, 2012).

3.3.2.3 Competition

In terms of competition, it has an increasing effect in terms of dynamism and enthusiasm. It provides positive increases in terms of productivity. It is generally seen that competition is between employees, which is a situation that exists in human beings. This situation provides development of the person in the employee. The main reason why competition is kept by the employee is due to the need to see respect and the desire to be recognized. The person wants to have many activities such as status, value, competence. These features, which will distinguish him from others, drive the person to competition. Therefore, competition is a social and psychological motivational tool and it is an issue that managers should pay attention to. Competition can provide positive motivation as well as negative motivation. As a result of competition, the winner fulfils his/her needs, while the loser does not fulfil his/her needs. (Chen, 2014).

3.3.2.4 Psychological Security

Employees also want the assurance that they want social security in their workplaces. The realization of this assurance depends on the environment of the workplace where the individual works. This environment requires an environment that can be comfortable for the employee in business life. The first of this approach, in which two approaches are in question, is the elimination of psychological elements that pose a negative danger to the workplace environment. Secondly, it is necessary to create a positive working condition. When the employees feel safe in the work environment in concrete and abstract terms, they will be able to work more motivated (Deci & Ryan, 2000). The adaptation of the employees to the environment of the workplace helps them to gain a sense of security and self-confidence. Working individuals will achieve more success when they know what to do in their workplaces. The employee will want to know the teammates he/she will work with, so he/she will see that his/her self-confidence increases. As the insecurity of the employee decreases, the effort and labor will decrease. Employees who work with the motive of trust will increase their success rates by working more diligently. In such a work, the efficiency and productivity of the employees will increase (Mayer & Gavin, 2005).

Security is not a physical assurance but a security. When employees feel this, they will work more efficiently. Such a work will increase the motivation of the employee in the workplace . It examines the pace, nature, and environment of the work within the atmosphere of the workplace where the work takes place. Therefore, businesses will be inadequate if the requirements are not met (Johnson, Chang, & Yang, 2010).

Every working person will want to know his/her colleagues, to know his/her duties and to do the job in which he/she can gain success. This situation will create confidence in the employee and managers will create this situation. This sense of assurance created in the work environment is realized by managers. An employee who does not know what to do will be confused and will not be able to reveal his/her own abilities (Johnson, Chang, & Yang, 2010).

3.3.3 Organizational and Managerial Instruments

Managers sometimes need these tools to increase the motivation of their employees. Sometimes they use these tools and sometimes they do not. These tools keep motivation high, so they are used. In addition, these tools are tools to increase efficiency and productivity. This is because they serve to intensify the service for the purpose in line with the purpose on this path towards the goal (Barrick, Thurgood, Smith, & Courtright, 2015). These tools are organizational

and managerial tools, the third of the factors that will increase the work motivation of employees. These tools also show the way of unity on the way towards the goal. The effect of authority and responsibility, as well as training, is also an aid to promotion. Participation and communication also need to be explained. Job enlargement or job rotation is also analyzed in detail below.

3.3.3.1 Unity of Purpose

The management should clearly determine the aims of the organization and express them to the employees. Likewise, employees' goals should be understood and adapted to the goals of the organization. As the employee experience peace of mind while realizing the goal, the other goal will be sweeter to them. This situation pushes the employee to motivate (Yanchar & Slife, 2000). It is the most used management method in the United States of America and European Union countries. The method is more of a technique that advocates determining the goal and deciding the motivation method according to the goal. This is a method suitable for all managers for employees. In the goal unity management system, the employee decides with the management at the beginning of the work while determining the goal, and they can also see the evaluation of their performance in advance. In this way, the employee strives to bring the level of motivation and development in business life to a higher level. The method of unity of purpose is not determined by the managers, but by the employee and the manager. Adoption is achieved when the employee takes responsibility. In this way, the employee and the manager combine their power (Carlson, Bozeman, Kacmar , Wright, & McMahan, 2000) In enterprises where unity of purpose is established, the concept of "we" will also be developed. Since unity of purpose cannot be achieved spontaneously, this task belongs to managers. If the manager works efficiently and honestly, he/she contributes to the objectives of the organization (Perry, Mesch, & Paarlberg, 2006).

3.3.3.2 Balance of Authority and Responsibility

It is seen that authority contributes to the imposition of responsibility on the employee. As it provides a wide working area for the employee, it completes the need to be respected. Since it also completes the need for recognition, it is the balance that provides an important motivational effect. In addition, the use of authority as a supervisory power affects the motivation and performance of the person (Perry, Mesch, & Paarlberg, 2006). In companies that are not outdated, they especially give their employees tasks such as recognition and appreciation or delegation of authority and responsibility. In such companies, assigning responsibility is like a kind of training. Employees

who work in the area of responsibility adopt the company. It works harder and brings success in its wake. The employee is more motivated since he/she can make his/her own decision (Fiaz, Su, Ikram , & Saqib, 2017). If the employee who is given responsibility is not authorized, things will not progress as they should. Thus, unpleasant relationships will be seen. In the best case, the person who is given responsibility should also be given authority (Fiaz, Su, Ikram , & Saqib, 2017).

3.3.3.3 Training and Promotion

The required training is very important in the motivation of the tool, in the pursuit of technological development and in the expansion of work capacity. At the same time, it is useful in developing methods or expanding scientific knowledge, so that talents are revealed in this way. This situation contributes to taking on other tasks on the way to the goal and to promotion (Barrick, Thurgood, Smith, & Courtright, 2015). Training activities increase the loyalty of the employee. In addition, training is a process of change. Training connects the employee to work and brings them closer. It contributes to communication by increasing morale. It takes the employee to the next level and develops the ability to get along with the managers. It helps people to separate their talents. Productivity increases by improving quality. It helps to correct the work and saves money. It contributes to the development of the method. Manager success and organization success increases. It opens the bottlenecks of communication and helps in conducting business. Promotion is a reward for success and a motivational tool. (Barrick, Thurgood, Smith, & Courtright, 2015).

3.3.3.4 Participation in Decision-Making

Participation in decisions is not an economic motivation. It is a way of encouragement in sharing responsibility that contributes to the goals and behaviors of the organization. In this method, since employees want to be respected, this need is met. In this way, while the lower levels expand, the management makes quality decisions. Employees who are given the right to have a say in decisions gain more motivation, morale rises and satisfaction increases (Pereira & Osburn, 2007).

Today, it is the most emphasized and participative management technique. Participation in decisions is the most important motivational tool used to motivate the employees in the organization. Because those who participate in decisions adapt to change easily. At the same time, the participation of employees in decisions creates an environment of trust between managers and employees. Those who participate in the decision can know the problems under the problem and

can accept and approve the decisions by respecting them (Pereira & Osburn, 2007). In this process, it is stated that the solution of the problem is solved together with the employees. It also helps the employee to have information about his/her job. It also increases the motivation of employees to participate in the support of conference seminars or managerial decisions. In the decisions taken in the enterprise, the manager should include the employee so that democracy is ensured. A real democratic decision should be made, and the employee's opinion should be taken and evaluated (Lam, Chen, & Schaubroeck, 2002).

3.3.3.5 Job Rotation

The rotation system is the temporary assignment of employees in different departments. This situation removes employees from monotony. Doing different jobs causes the attention of the employees. This situation helps employees to improve themselves. In this way, in the absence of those in the organization, the employee has the ability to continue without interrupting the work. Rotation is very effective in eliminating monotony. A small job change will keep motivation active. Many big companies have used this method. Rotation is also like training. Employees in rotation will be more successful in their jobs. By making room for different skills and experiences, it will emphasize talents. (Nafziger, 2011).

3.4 Concept and Factors of Job Performance

Performance is one of the most widely used basic management concepts after the acceptance of management as a science and encountered many problems in the application phase. It is especially useful to pay attention to the following point. Although the four basic principles accepted by F.W. Taylor (1911) in his work titled "Principles of Scientific Management" and the mechanical human being he created as a result of his practices (time and motion studies and effective and quick efficiency) in order to maximize the performance of employees have been criticized for more than a hundred years, the Hawthorns' concept of performance, which was soon afterwards developed by E. Mayo et al. Mayo and his colleagues within the framework of Hawthorne studies, the anti-thesis put forward by E. Mayo and his colleagues was that increasing technical and physical capacity cannot be sufficient in itself to increase individual performance, and on the contrary, the improvement to be carried out within the framework of social and psychological conditions will motivate the individual and increase individual and organizational performance in the same way. (Christensen, Iyer, & Soberman, 2006).

With the development of globalization and technology, access to information in mass media has become easier. In terms of businesses, this situation has caused competition to increase day by day and the importance of performance has increased for businesses. The performance of employees in enterprises and the competencies of employees play an important role in the effectiveness and efficiency of enterprises (Davar & Ranjubala, 2012). People have been separated from each other with performance. After a while, the conditions of people who receive equal level of education and have the same criteria may differ, and while one of them becomes a senior manager, it can be seen that the other individual cannot achieve any success. We can say that these results are related to the performance of individuals. Performance is an indicator of how close to the objectives of the organization, the degree of success and the rate of realization. Nowadays, performance is always seen as a parameter that needs to be matured and is taken into account with institutional interactions rather than the effectiveness between evaluators and evaluated. (Davar & Ranjubala, 2012).

We encounter the concept of performance both in working life and in our daily lives. In order to make measurements and comparisons, this concept must be defined correctly. We can come across many definitions about performance in the literature. If we look at performance from a different perspective, it is the rate at which the employee performs the given task and the rate that emerges at the point of reaching the targets with the way it is done. In another definition, performance is the level of fulfilment of a task or a job (Zhang & Venkatesh, 2013). Managing the team by constantly pulling it upwards enables the company to grow. Evaluating the performance of the employee ensures the development of the team. High performance enables the realization of success. The concept of success may vary from person to person as well as from environment to environment. This feature of success means that there is no universally certain criterion (Zhang & Venkatesh, 2013).

3.4.1 Factors Affecting Job Performance

There are many factors that affect the performance level of employees. These factors vary from culture to culture, from human to human and from community to community. The most important factor that enables companies to keep up with the changing and growing competitive environment and compete with other companies is human effort. This is to increase the importance of employee performance (Rich, Lepine, & Crawford, 2010). Performance, which is a function of skill and

motivation factors, is the collection of skill skills, training and experience. It can be shown with a formula as $\text{Job Skill} = \text{Skill} \times \text{Education} + \text{Experience}$. Performance at work plays an important role in the necessity of the factors. The other factor affecting performance is motivation. If work ability and motivation are low, performance will also be low. If work ability is high and motivation is low, performance will be low (Varela & Landis, 2010). The relationship between motivation and performance emerges in the motivation of the employee. The manager needs to motivate the employees towards the goal (Varela & Landis, 2010).

3.4.2 Performance Evaluation

This area is related to whether the employee does his/her job well or not. So much so that it is to evaluate according to the work done by looking at the performance of the employee. It is related to the management of the performance that resists the goals defined with the employees. In other words, they are periodic inspections. It is looked at how useful the employee is to the workplace. It is a process in which the work level of the employee is measured. It can be determined by objective analyses that examine the extent to which individual skills comply with the quality and requirements of the job or try to determine the individual's victory at work. It is an effective operation applied in the promotion of employees, job differentiation and its determination, employee preference and rejection (Behn, 2003). In order to provide the abundance expected from the evaluation system and to obtain effective results; it must be fair, continuous, comprehensive, developmental, motivating, appropriate to the progress, valid and reliable. At the same time, it should allow the participation of the personnel (Shen, 2020).

Performance appraisal is a necessity in identifying the issues in front of organizational activity and is the vehicle for combining the goals of activity, productivity and what the employee does. This mission is fulfilled by evaluating the working behavior of employees, including their knowledge, skills, and abilities, over a period of time. Thus, it is meant to improve performance and to develop employees who cannot give what is expected and to reveal their areas of interest. In order for companies to have a competitive structure and to be able to cope with different companies, it is extremely important to measure employee performance in semesters. Although the past performances of the personnel are evaluated, performance evaluation is used in the preparation of future projects (Selvaraj & Ghosh, 2016).

3.4.3 Problems in Performance Evaluation

Most performance appraisal procedures have been developed on the assumption that individuals in the position of evaluators will be unbiased and objective in their observations and judgements. In practice, however, the reliability of the systems is significantly undermined by various errors on the part of the evaluators. Some of these errors arise from not understanding the system well and not being well informed about its features. Evaluation errors, which are usually released by the individual without awareness, may arise from time to time due to the weakness of his/her memory and from time to time due to some psycho-social processes (Selvaraj & Ghosh, 2016). However, it should be kept in mind that, regardless of the reason, errors in evaluations have a negative effect on the morale and motivation of the employees. Employees who think that they have been wronged, their motivation decreases, and they feel insecurity towards the organization (Selvaraj & Ghosh, 2016).

3.4.4 Benefits of Performance Evaluation System

Although performance appraisal studies are accepted as an additional burden and waste of time by some managers in organizations, a well-functioning performance appraisal system has many benefits in terms of individual, managerial and organizational aspects. These benefits are indicated in the table below (Jha & Kumar, 2018):

Table 1. Benefits of Performance Evaluation System.

| <i>Level</i> | <i>Benefits</i> |
|-----------------------------|---|
| <i>Organizational Level</i> | <ul style="list-style-type: none">• Employee's potential for development is identified more clearly• The information needed for HR planning is provided more reliably• Flexibility is provided to meet short-term human needs arising from reasons such as labour turnover and absenteeism• Production and service quality increases.• Training requirements and budget are determined more accurately and easily.• Productivity and efficiency of the organisation increases. |

Managerial Level

- Delegation of authority can be implemented more easily by getting to know the employees more closely
- While evaluating the employees, they also recognise their own strengths and weaknesses
- Administrative skills are improved or the opportunity to apply these skills is gained
- Relations and communication with employees are more positive
- Control and planning functions become more effective, thus increasing the performance of employees and units
- The weaknesses and strengths of the employees are more easily identified and they are assisted in this context.

Individual Level

- Increases job satisfaction and self-confidence through positive feedback on his/her performance
- Understands how his/her performance is evaluated
- The roles and responsibilities in the organisation are better understood
- Strengths and qualities that need to be developed are recognized
- Understand what superiors expect.

Source: own construction.

3.5 Relationship between Motivation and Job Performance

In the literature, it is possible to find many studies on how employee motivation affects job performance. Some of them will be discussed within the scope of our research.

T. Urdan (2001) conducted a study on participation in decisions, one of the organizational-managerial motivation factors, in hotel enterprises. As a result of the study, the researchers found that participation in decisions has an important effect on maintaining the motivation of employees. It was observed that the performance of employees who participated in decisions increased.

In his study, N. Nicholson (2003) found that the loss of work-related goals and the disappointment of employees have a negative effect on their motivation. On the other hand, it has been observed that managers who see employees not as a problem but as a part of the solution, giving responsibility to employees is a strong motivational factor.

Within the scope of the study conducted by T. Haizlip (2008), it was investigated whether organizational and managerial motivational practices have an effect on the productivity and performance of employees. As a result of the analyses, it was concluded that organizational-managerial motivation practices have an effect on productivity, but not on performance in industrial and service enterprises.

E. Fabusoro et al. (2008) analyzed the relationship between work motivation and work performance and found that financial incentives, remuneration and salary and mobility of personnel are the most important motivational factors. Within the scope of the study, it was determined that only "interaction between superior and subordinate" among the motivating factors was a significant component of job performance and had a negative effect on job performance.

A. Dysvik and B. Kuvaas (2011) examined the relationship between job autonomy and employee performance. As a result of the study, it was determined that perceived job autonomy has a positive effect on employees' performance and job quality and intrinsic motivation is an important mediator on this effect.

Within the scope of the study conducted by P. Trivellas (2011) to determine the effect of organizational-managerial motivation practices on the productivity and performance of employees; an applied research was conducted on the employees of the Social Security Institution, which is a service enterprise, and it was determined that organizational-managerial motivation practices play a decisive role in increasing both productivity and performance in the institution.

D. Abdulsalam and M. Mawoli (2012) conducted a study with the participation of academic staff working in public universities in Nigeria and examined the relationship between job performance and motivation. As a result of the study, it was revealed that performance and motivation are moderately positively related.

U. Muogbo (2013) investigated the effect of extrinsic and intrinsic motivation on the performance of employees of manufacturing firms. As a result of the study, it was determined that there was a significant relationship between extrinsic motivation and employee performance, but there was no relationship between intrinsic motivation and employee performance.

G. Kilduff (2014) examined the effect of motivating factors on turnover intention and job performance. In line with the study, the researchers applied a questionnaire to 130 employees of a privatized public institution in Turkey and determined that motivating factors such as cooperation among employees, working conditions and salary have a negative effect on turnover intention, while salary and working conditions have a positive effect on job performance. In addition, the factors that motivate the employees are listed as rewarding, promotion opportunities, relations with supervisors, wages and working conditions, cooperation and work itself from the least to the strongest.

Within the scope of the study conducted by M. Beverley (2015), in which the effect of rewarding on employee performance and motivation in organizations was discussed, it was found that motivation and rewarding play a decisive role in the performance of the employee, and that the employees' love for their jobs and fair wage policy positively affect their desire to work.

Within the scope of the study conducted by R. Hendijani et al. (2016), the effects of economic motivation practices in enterprises on employee performance were discussed. As a result, it was determined that economic motivation tools offered to employees affect organizational commitment and performance.

B. Kolk et al. (2019) examined the relationship between job performance and motivation levels of the personnel working in the public schools. It was determined that there is a statistically positive relationship between organizational-managerial, economic, psychosocial motivators that motivate employees and employee performance. However, this relationship was found to be moderate in terms of economic and psychosocial motivators and weak in terms of organizational-managerial motivators. It was determined that there was no difference in motivation factors in terms of demographic variables.

3.6 Literature Coverage and Contribution

The level of the subject's study varies by countries and depending on different aspect. When analysing the level of study of the subject, it can be seen that a sufficient amount of scientific research has been devoted to the study of human resource management in the economy, the organization of labor and the motivation of personnel in enterprises and organizations. These include such foreign economists as F. Taylor (1996), A. Fayol (1986), H. Ford (1994), J. Mayo (1994), D. McGregor (McGregor, 1988), C. Chadwick and A. Dabu (2009), B. Kaufman (2012) and others. They conducted research on various aspects of the problems of human resource management in enterprises.

Azerbaijani researchers studying the solution of problems in the field of personnel management, human resources management, staffing and training include such researchers as A. Huseynov (2020), R. Gasimov (2013), and few others. It should also be noted that large-scale studies of the development of the banking sector as a whole and various aspects of the activities of banking and credit organizations have been conducted in our country. There are many pieces of research by scientists of the republic in the field of banking management. However, little or no mention of the effects of motivation on employee performance in the national studies.

Against the backdrop of recent changes in the economy, the financial and banking sector of Azerbaijan, there is a great need to develop a human resource management system in banking and credit organizations, develop effective personnel mechanisms, as well as improve methods and techniques for motivating and stimulating personnel. The foregoing acted as factors that determined the choice of the research topic and reflect the differences between this study and other scientific works carried out in our country. Thus, this study attempts to fill gap in the literature as it is the first research work in our country devoted to the issues of motivation of employees and its relationship with performance in the banking sector.

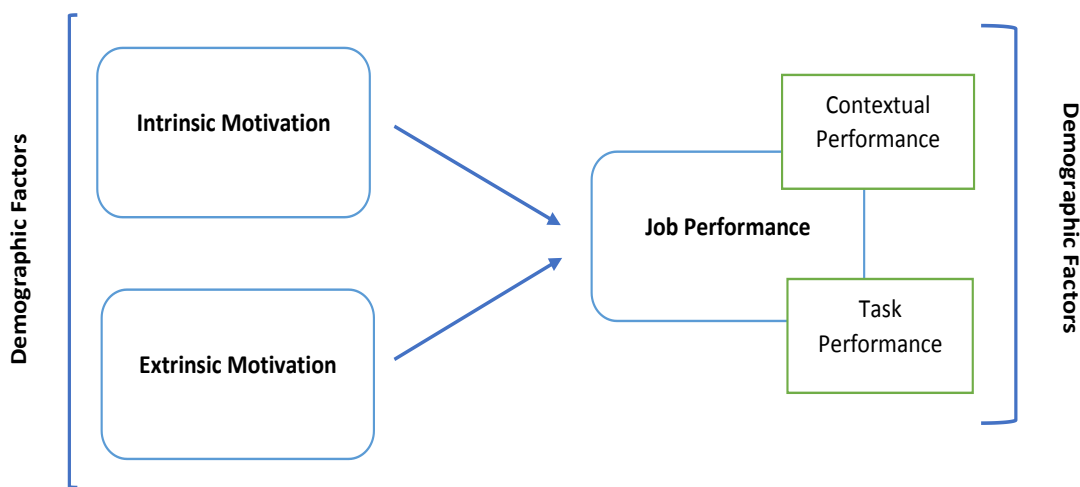
4. Conceptual Model

Deriving from the in-depth literature analysis, it was found that employee motivation and employee performance are positively correlated (Hendijani, Bischak, & Dugar, 2016; Muogbo, 2013; Odukah, 2016; Trivellas, 2011; Zhang & Venkatesh, 2013; Perry, Mesch, & Paarlberg, 2006). Some researchers were interested in the impact of two types of motivation, such as intrinsic and extrinsic, on employee job performance, and concluded that intrinsic and extrinsic motivation

types have individual positive effect on employee motivation (Aarabi, Subramaniam, & Almintisir, 2013; Dysvik, 2011; Becchetti, Castriota, & Tortia, 2013; Schmidt, 2005; Tremblay, C. M. , Taylor, & Villeneuve, 2009). Another set of studies revealed that motivation of employees differs according to demographic characteristics of employees (Fiaz, Su, Ikram , & Saqib, 2017; Hsieh, 2014; Kaufmann, Schulze, & Veit, 2011). Concurrently, some studies concluded that employee job performance may vary according to the demographic characteristics of employees (Abdulsalam & Mawoli, 2012; Fabusoro, Awotunde, Sodiya, & Alarima, 2008; Rich, Lepine, & Crawford, 2010)

By referring to the past literature the conceptual model of this study was constructed. As seen in Figure 2, the existence and level of the effect of the two variables in question, i.e. intrinsic and extrinsic motivation of employees and their effect on job performance, and whether the two variables change according to demographic variables will be investigated.

Figure 2. Conceptual Model.



Source: own construction.

The following testable hypotheses come out of the conceptual framework above:

H1: Job Motivation has a positive impact on Job Performance of the banking sector employees in Azerbaijan.

H1a: Intrinsic Motivation has a positive impact on Job Performance of the banking sector employees in Azerbaijan.

H1_b: Extrinsic Motivation has a positive impact on Job Performance of the banking sector employees in Azerbaijan.

H2: Job Motivation of the banking sector employees in Azerbaijan differs according to demographic variables.

H3: Job Performance of the banking sector employees in Azerbaijan employees differs according to demographic variables.

5. Methodology

This design of this study, which examines the relationship between employees' job performance and motivation, is quantitative research. The quantitative research enables the researcher to quantify the topic of interest. As we are interested in the testing the relationship between motivation and job performance, quantitative analysis provides the researcher to reveal the significance of the relationship, its extent, and how this relationship is affected by other variables. The type of quantitative research applied in this study is correlational research, which is designated to test the relationship between variables. Quantitative analysis is useful in determining the level of relationship between variables, thereby enabling the researcher to provide managerial recommendations by focusing on the most important factors that reveal as a result of quantitative analysis (Neuman, 2017). The sampling of the methodology of this study is convenience sampling, with the most widespread sampling method of thesis studies (Graves, Hamada, & Booker, 2007). As per definition of convenience sampling, the choice of the part of population, which is going to be analysed to collect the necessary data for quantitative analysis, is made according to conveniently available pool. Convenience sampling is a non-probability type of sampling method which selects the population for the survey, which is the most accessible for the researcher to reach. Convenience sampling is the most commonly used sampling method for student research so as it is in line with the capabilities and opportunities that one student can possess (ScienceDirect, 2017). The data collection instrument is online survey requiring Likert-type scale answers. Likert-type survey is the most commonly accepted tool to quantify the behavior, patterns, interactions, and ideas (Camparo, 2013).

5.1 Data Supply and Sampling

Due to limited opportunities of the thesis paper, the impact of motivation on the job performance will be analysed within Kapital Bank of Azerbaijan. Kapital Bank is the second largest bank by number of employees in Azerbaijan (Zoominfo, 2022), what fact makes this bank opportune to analyse the impact of motivation on employee job performance. Kapital Bank's customer base comprises of 5 million individuals as well as 22,000 legal entities operating in Azerbaijan so that the bank manages the finances of more than half of adult population and businesses of the country (The Banker Database, 2022). It is believed that the major takeaways driven by the findings of the analysis of the Kapital Bank employees can be attributed to the banking sector of Azerbaijan.

The necessary sample size is computed according to the following formula:

$$\text{Necessary Sample Size} = [(Z \text{ score})^2 \times \text{standard deviation} \times (1 - \text{standard deviation})] / (\text{margin of error})^2 = 72 \text{ respondents}$$

Source: (Calculator.net, 2022)

, where confidence level = 95%

Margin of error = 5%

Population proportion = 5% (number of Kapital Bank employees over the number of financial sector employees in Azerbaijan, (European Banking Federation, 2020)

Population Size = 2700 (number of employees in Kapital Bank of Azerbaijan.

5.2 Data Collection Tools

A questionnaire consisting of an information form including demographic characteristics of the participants, a performance scale and a motivation scale is used to collect the data.

5.2.1 Job Performance Scale

The job performance scale, which is adapted from the study of P. Ramos-Villagrasa and J.Barrada (2019), is used to assess the performance of the employees. The scale consists of 12 questions, the first 4 questions are used to measure task performance and the other 8 questions are used to measure contextual performance. The questionnaire consists of 5-point Likert type questions (1: Strongly Disagree, 2: Disagree, 3: Undecided, 4: Agree, 5: Strongly Agree).

5.2.2 Job Motivation Scale

The Job motivation scale of this study was adopted from the study of M. Tremblay et al. (2009). The scale consists of 21 questions (1: Strongly Disagree, 2: Disagree, 3: Undecided, 4: Agree, 5: Strongly Agree) in a 5-point Likert-type scale that examines intrinsic and extrinsic motivation. The first nine questions (1-9) in the questionnaire are examined under the heading of intrinsic motivation, while the questions from question 10 to question 21 are examined under the heading of extrinsic motivation. Low scores indicate a low level of motivation, while high scores indicate a high level of motivation.

5.2.3 Data Collection and Ethical Issues

Within the scope of the research, data were collected by applying questionnaires to the Kapital Bank's employees between October 1st and November 15th 2022. The questionnaires are distributed by e-mail, social media platforms, or handed individually by the researcher at the bank. Participation in data collection was voluntary. Prior to the survey, participants were informed about the purpose of the study, how to fill out the forms, and that personal information and answers would be kept confidential.

5.3 Data Analysis Method

First of all, Exploratory and Confirmatory Factor Analyses are applied to both Job Performance Scale and Job Motivation Scale and the sub-dimensions of the scales and the items belonging to these dimensions are determined. The scores of the scales with adequate validity and reliability levels are kept for the further analysis. The scale scores of the participants are calculated by taking the arithmetic averages of the answers given to the relevant items. The normal distribution of the scores is analyzed according to kurtosis and skewness values. The kurtosis and skewness values between -2 and +2 are accepted as the criterion of conformity to normal distribution (Camparo, 2013). Simple linear regression analyses are performed to test the significance of relationships. IBM SPSS software is employed to carry out all the necessary tests.

5.4 Reliability Analysis

The Cronbach's alpha coefficient obtained within the scope of the reliability analysis shows the reliability level of the scale. The value of the coefficient varies between 0 and 1, and if the coefficient value is greater than 0.700, it can be stated that the scale is reliable. Considering the

calculated Alpha (α) coefficient, the reliability level of the scale can be interpreted as follows (Peterson, 1994):

- I. It is not reliable if $.00 \leq \alpha < .40$
- II. It is weakly reliable if $.40 \leq \alpha < .60$
- III. It is quite reliable if $.60 \leq \alpha < .80$
- IV. It is highly reliable if $.80 \leq \alpha < 1.00$.

5.5 Validity Analysis

Exploratory factor analysis is used to reveal the construct validity of a scale in a statistical sense. First, KMO and Bartlett tests are performed to determine the scale's suitability for factor analysis. The KMO coefficient is calculated to test the size of the sample. Within the scope of factor analysis, the distribution in the population is expected to be normal distribution. This situation is also examined with the Bartlett test. In this context, it is necessary to obtain a value of .50 and above as a result of the KMO test measurement, and to be statistically significant as a result of the Bartlett sphericity test (Jung & Lee, 2011). In this context, the result of the KMO test should be close to 1,000, and the result of the Bartlett sphericity test should be statistically significant. The Scree Plot graph showing the scattering of the eigenvalues of the factors and the explained variance ratio are used to determine the total number of factors related to the scale. In factor analysis, factor load values should be taken as a basis while matching the items of the scale to the factors or removing them from the scale content. The factor loading value is a coefficient that predicts the relationship between the items and the factors. It is desired that the load values in the factor to which the items belong to be high. If the factor load of each item is less than 0.30 or if the difference between the factor loads of the mentioned item in two different factors is less than 0.10, the item is removed from the scale and the analysis can be continued in this way.

6. Analysis and Findings

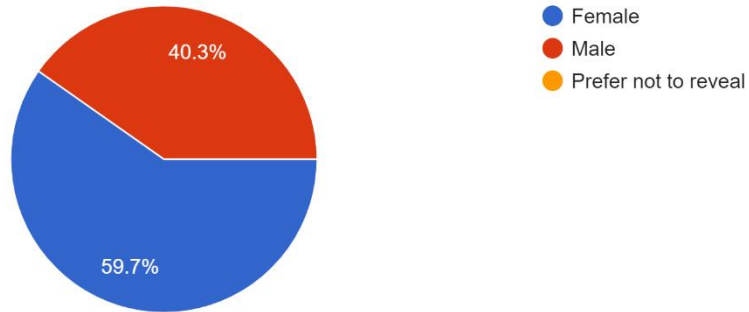
Within the scope of our research, primarily the demographic data of the participants were analyzed and the results are shown below.

6.1 Demographic Statistics

Figure 3. Gender Statistics.

Please indicate your gender.

72 responses



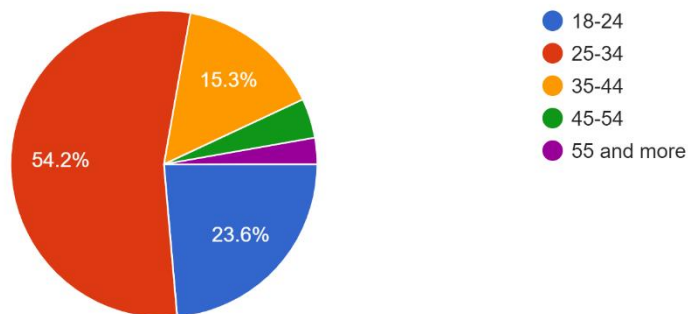
Source: Google Forms.

Figure 1. above displays the frequency distribution of gender of the respondents. As a result, 59.7% (n=43) of the sample are female respondents, whereas 40.3% (n=29) are male respondents.

Figure 4. Age Statistics.

Please indicate your age range.

72 responses



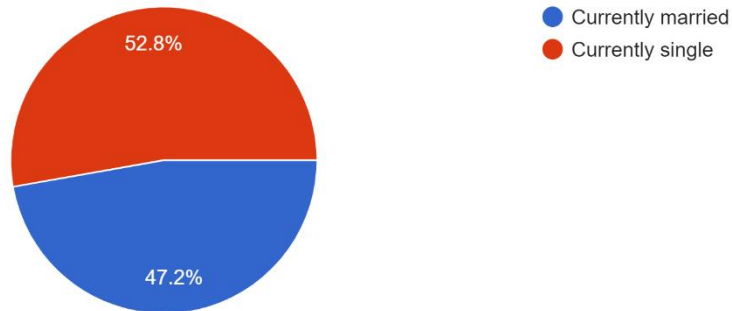
Source: Google Forms.

As it can be observed from the Figure 4. above, the respondents in the age range of 25-34 is the majority of the sample size with 54.2% (n=39) of share, which is followed by the second largest group of respondents in the range of 18-24 with 23.6% (n=17) of share. The respondents in the

age range of 35-44 comprised 15.3% (n=11), 45-54 comprised 4.2% (n=3), and 55 and more comprised 2.8% (n=2) of the sample size, respectively.

Figure 5. Marital Status Statistics.

Please indicate your marital status.
72 responses

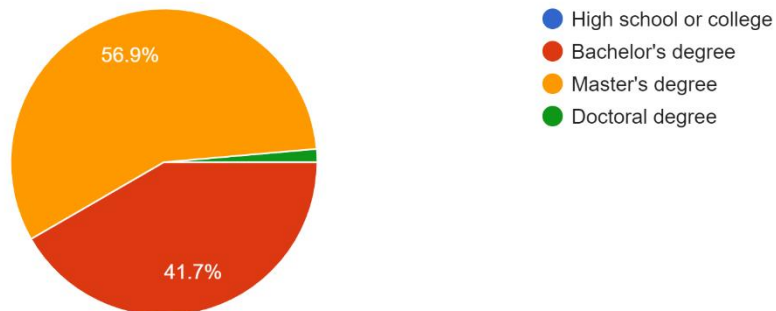


Source: Google Forms.

Figure 5. summarizes information about the marital status of the respondents. As it can be seen, the distribution is more equal as compared to other above analyzed variables so as the respondents who are currently single make up 52.8% (n=38) of the sample, whereas the respondents who are currently married make up 47.2% (n=36) of the survey population.

Figure 6. Educational Background Statistics.

Please indicate your highest educational attainment.
72 responses



Source: Google Forms.

As it can be inferred from the Figure 6., the population of the survey is well-educated individuals on average. 56.9% (n=41) of the respondents stated that their highest educational attainment is Master’s degree, 41.7% (n=30) stated that the their highest educational attainment is Bachelor’s degree, and only 1.4% (n=1) of the sample size indicated that his/her highest educational attainment is Doctoral degree. No individual having high school or some college being his/her highest educational attainment participated in the survey.

6.2 Results of Reliability Analysis

The output of the employed reliability test is presented in Table 2. Below. As a result, Cronbach Alpha values for all the scale/factors were appeared to be higher than .70, which value considered to be the acceptable (Peterson, 1994). It can be concluded that all the scales/factors are “reliable”.

Table 2. Results of Cronbach Alpha Test.

| <i>Scale / Factor</i> | <i>N of Items</i> | <i>Cronbach Alpha score</i> |
|--------------------------------|-------------------|-----------------------------|
| <i>Job Performance</i> | 12 | 0.835 |
| <i>-Task Performance</i> | 4 | 0.846 |
| <i>-Contextual Performance</i> | 8 | 0.796 |
| <i>Job Motivation</i> | 19 | 0.906 |
| <i>-Intrinsic Motivation</i> | 7 | 0.843 |
| <i>-Extrinsic Motivation</i> | 12 | 0.876 |

Source: Stata output, own construction.

6.3 Validity Analysis

Table 3. Results of the Factor Analysis.

| <i>Factor / Statement</i> | <i>Factor Load</i> | <i>Eigenvalue</i> | <i>Explained Variance (%)</i> |
|---|--------------------|-------------------|-------------------------------|
| 1. Factor (Task Performance) | | | |
| <i>Q1</i> | 0.809 | 3.412 | 15.962 |
| <i>Q2</i> | 0.748 | | |
| <i>Q3</i> | 0.727 | | |
| <i>Q4</i> | 0.843 | | |
| 2. Factor (Contextual Performance) | | | |
| <i>Q5</i> | 0.815 | | |

| | | | | |
|---|-----|-------|-------|---------------|
| | Q6 | 0.853 | | |
| | Q7 | 0.753 | | |
| | Q8 | 0.710 | 7.014 | 33.679 |
| | Q9 | 0.703 | | |
| | Q10 | 0.753 | | |
| | Q11 | 0.737 | | |
| | Q12 | 0.858 | | |
| Total: | | | | 49.641 |
| 1. Factor (Intrinsic Motivation) | | | | |
| | Q13 | 0.808 | | |
| | Q15 | 0.688 | | |
| | Q16 | 0.714 | | |
| | Q18 | 0.683 | 6.554 | 17.506 |
| | Q19 | 0.640 | | |
| | Q23 | 0.889 | | |
| | Q26 | 0.807 | | |
| 2. Factor (Extrinsic Motivation) | | | | |
| | Q14 | 0.831 | | |
| | Q17 | 0.649 | | |
| | Q20 | 0.901 | | |
| | Q21 | 0.707 | | |
| | Q22 | 0.668 | | |
| | Q24 | 0.923 | 9.871 | 25.334 |
| | Q25 | 0.732 | | |
| | Q27 | 0.912 | | |
| | Q28 | 0.861 | | |
| | Q29 | 0.901 | | |
| | Q30 | 0.858 | | |
| | Q31 | 0.844 | | |
| Total | | | | 42.840 |

Source: Stata output, own construction.

In the factor analysis of the Job Performance Scale, the KMO value equaled .797. A KMO value of more than .50 indicates that the sample size is valid. In addition, a significant result was obtained as a result of the Barlett Test (X-squared=344.083; $p < .05$). As a result, it can be stated

that the statements on the scale have a sufficient correlation between each other. The scale data were determined to be appropriate for factor analysis based on the KMO value and Barlett test result. Since all of the factor loads were higher than the permitted rate of .50, none of the statements were omitted from the analysis. It also was revealed that the eigenvalues of the factors are higher than 1.00. These two factors of the perceived Job Performance scale together account for 49.641% of the explained variance. The factor analysis reveals that the overall variance rate for two components satisfies the requirement of being greater than 30% (Hair et al., 2014).

As for the Job Motivation scale, the KMO value equaled .816, which is above the threshold of .50 indicating that the sampling is valid. As a result of the Bartlett Test (X-squared=766.124; $p < .05$), it can be concluded that the result is significant and the statements on the scale have a sufficient correlation between each other. According to the KMO and Barlett Test results, it can be concluded that the items in the scale are valid and can be proceeded with further regression analysis. Since all the of the factor loads appeared to be higher than .50, none of the statements were dropped. The eigenvalues for each factor was determined to be more than 1.00. The explained variance of the Intrinsic and Extrinsic Motivation factors is summed to 42.840%, confirming that its meets the criterion of being “valid”.

6.4 Descriptive Statistics

The result of the descriptive statistics for the scales are given below in Table 4.

Table 4. Descriptive Statistics.

| <i>Variables</i> | <i>N</i> | <i>Mean</i> | <i>Std. Dev.</i> | <i>Median</i> | <i>Skewness</i> | <i>Kurtosis</i> |
|-------------------------|----------|-------------|------------------|---------------|-----------------|-----------------|
| Job Performance | 72 | 4.398 | 0.453 | 4.500 | -0.705 | 2.873 |
| -Task Performance | 72 | 4.333 | 0.560 | 4.375 | -0.203 | 1.768 |
| -Contextual Performance | 72 | 4.431 | 0.511 | 4.625 | -1.073 | 3.697 |
| Job Motivation | 72 | 3.956 | 0.604 | 3.947 | -0.312 | 2.683 |
| -Intrinsic Motivation | 72 | 4.329 | 0.566 | 4.429 | -0.573 | 2.470 |
| -Extrinsic Motivation | 72 | 3.738 | 0.711 | 3.750 | -0.360 | 2.839 |

Source: Stata output, own construction.

The Job Performance scale total score average of the employees participating in the research is 4.398, the Task Performance scale total score average is 4.333, the Contextual Performance scale total score average is 4.431, the Job Motivation mean score is 3.956, the Intrinsic Motivation mean score is 4.329, and the Extrinsic Motivation mean score is 3.738.

In order to determine the normal distribution of the scale scores, skewness and kurtosis values were examined. In the literature, there are different opinions about the skewness and kurtosis values for the Likert-scale data that should be for the normal distribution. George and Mallery (2014) state that skewness and kurtosis values should be between ± 2 . All of the skewness/kurtosis values in the table are within the mentioned range. Accordingly, it was evaluated that all the variables of the study had normal distribution.

6.5 Difference Tests

Table 5. Independent Sample T-test of Job Performance according to Gender, Marital Status, Education, and Age.

| Gender | <i>N</i> | <i>Mean</i> | <i>Std. Deviation</i> | <i>df</i> | <i>t</i> | <i>p-value</i> |
|---------------------------|----------|-------------|-----------------------|-----------|----------|----------------|
| <i>Male</i> | 29 | 4.526 | 0.081 | 70 | -2.007 | 0.049** |
| <i>Female</i> | 43 | 4.312 | 0.068 | | | |
| Marital Status | <i>N</i> | <i>Mean</i> | <i>Std. Deviation</i> | <i>df</i> | <i>t</i> | <i>p-value</i> |
| <i>Currently single</i> | 38 | 4.305 | 0.075 | 70 | -1.882 | 0.064* |
| <i>Currently married</i> | 34 | 4.502 | 0.073 | | | |
| Educational Status | <i>N</i> | <i>Mean</i> | <i>Std. Deviation</i> | <i>df</i> | <i>t</i> | <i>p-value</i> |
| <i>Bachelor's Degree</i> | 30 | 4.233 | 0.436 | 69 | -2.762 | 0.007*** |
| <i>Master's Degree</i> | 41 | 4.522 | 0.435 | | | |
| Age | <i>N</i> | <i>Mean</i> | <i>Std. Deviation</i> | <i>df</i> | <i>t</i> | <i>p-value</i> |
| <i>Between 18-24</i> | 17 | 4.377 | 0.099 | 54 | 0.352 | 0.726 |
| <i>Between 25-30</i> | 39 | 4.329 | 0.080 | | | |

Source: Stata output, own construction.

Note: "*" indicate significance at 90% confidence level, "***" at 95% confidence level, and "****" at 99% confidence level, respectively.

It was attempted to determine whether the perceived job performance of the individuals participating in the study differed according to gender, marital status, educational status, and age. According to the independent sample t-test, the perceived job performance of the participants does not differ according to age and marital status. Opinions of female employees on job performance (Avg. 4.312; .068) were lower than those of male employees on job performance (Avg. 4.526; .081), and the difference appeared to be significant at the 95% confidence level. These results mean that male employees have higher perception of their job performance than female employees.

Another significant difference was observed according to educational status of the employees. The job performance of the individuals with the highest educational attainment of Bachelor's degree averaged 4.233, whereas the job performance of the individuals with the highest educational attainment of Master's degree averaged 4.522. With the p-value of 0.007 we reject the null hypothesis that the difference between two means is zero and conclude that there is significant difference in perceived job performance according to the educational attainment of the respondents.

Table 6. Independent Sample T-test of Job Motivation according to Gender, Marital Status, Education, and Age.

| Gender | <i>N</i> | <i>Mean</i> | <i>Std. Deviation</i> | <i>df</i> | <i>t</i> | <i>p-value</i> |
|---------------------------|----------|-------------|-----------------------|-----------|----------|----------------|
| <i>Male</i> | 29 | 4.105 | 0.103 | 70 | -1.744 | 0.086* |
| <i>Female</i> | 43 | 3.856 | 0.095 | | | |
| Marital Status | <i>N</i> | <i>Mean</i> | <i>Std. Deviation</i> | <i>df</i> | <i>t</i> | <i>p-value</i> |
| <i>Currently single</i> | 38 | 3.924 | 0.088 | 70 | -0.477 | 0.635 |
| <i>Currently married</i> | 34 | 3.992 | 0.115 | | | |
| Educational Status | <i>N</i> | <i>Mean</i> | <i>Std. Deviation</i> | <i>df</i> | <i>t</i> | <i>p-value</i> |
| <i>Bachelor's Degree</i> | 30 | 3.965 | 0.107 | 69 | 0.137 | 0.892 |
| <i>Master's Degree</i> | 41 | 3.944 | 0.098 | | | |
| Age | <i>N</i> | <i>Mean</i> | <i>Std. Deviation</i> | <i>df</i> | <i>t</i> | <i>p-value</i> |
| <i>Between 18-24</i> | 17 | 3.981 | 0.141 | 54 | 0.298 | 0.767 |
| <i>Between 25-30</i> | 39 | 3.926 | 0.107 | | | |

Source: Stata output, own construction.

Note: "*" indicate significance at 90% confidence level, "***" at 95% confidence level, and "****" at 99% confidence level, respectively.

It was attempted to determine whether the job motivation of the individuals participating in the study differed according to gender, marital status, educational status, and age. According to the independent sample t-test, the job motivation of the participants does not differ according to any demographic variable.

6.6 Correlation Analysis

Pearson Correlation Analysis results for the relationship between perceived job performance and job motivation and sub-dimension scores are as in Table 7.

Table 7. Pearson Correlation Test Results.

| Variable | (1) | (2) | (3) | (4) | (5) | (6) |
|----------------------------|-----|---------------------|---------------------|---------------------|---------------------|---------------------|
| Job Performance (1) | 1 | 0.673*** (0.000) | 0.732*** (0.000) | 0.928*** (0.000) | 0.799*** (0.000) | 0.535*** (0.000) |
| Job Motivation (2) | | 1 | 0.291** (0.013) | 0.735*** (0.000) | 0.822*** (0.000) | 0.964*** (0.000) |
| Task Performance (3) | | | 1 | 0.425*** (0.000) | 0.553*** (0.000) | 0.135 (0.258) |
| Contextual Performance (4) | | | | 1 | 0.759*** (0.000) | 0.637*** (0.000) |
| Intrinsic Motivation (5) | | | | | 1 | 0.642*** (0.000) |
| Extrinsic Motivation (6) | | | | | | 1 |

Source: Stata output, own construction.

Note: “*” indicate significance at 90% confidence level, “**” at 95% confidence level, and “***” at 99% confidence level, respectively.

As a result of correlation analysis:

- There is a “moderate” level and positive direction ($r=0.673$; $p<0.05$) between perceived job performance and job motivation, a “moderate” level and positive direction between perceived job performance and extrinsic motivation ($r=0.535$, $p<0.05$), and a “high” level between perceived job performance and task performance, contextual performance, and intrinsic motivation ($r=0.732$, $p<0.05$; $r=0.928$, $p<0.05$; $r=0.799$, $p<0.05$, respectively)
- Between job motivation and task performance, there was a “weak” level and insignificant positive direction ($r=0.291$; $p>0.05$), a “high” level between job motivation and contextual performance, intrinsic motivation, and extrinsic motivation ($r=0.735$, $p<0.05$; $r=0.822$, $p<0.05$; $r=0.964$, $p<0.05$, respectively).

6.7 Regression Analysis

In this part of the study, the hypotheses developed within the scope of the research were tested by applying simple linear regression analysis. Before the regression analysis, the assumptions of the dependent and independent variables having a normal distribution and a linear relationship between the variables were checked. As stated in the descriptive statistics for research

scales, dependent and independent variables have a normal distribution. In addition, as a result of the examinations made on the scatter diagram, it was determined that the relationship between perceived job performance and its sub-dimension, which are dependent variables, and job motivation and its sub-dimensions, which are independent variables. After the assumptions were met, simple linear regression analysis was applied.

6.7.1 Regression Analysis Testing the Relationship between Perceived Job Performance and Intrinsic Motivation

The result of bivariate linear regression analysis on whether intrinsic motivation sub-dimension of job motivation predicts perceived job performance is presented in Table 8.

Table 8. Regression Analysis Result for Relationship between Perceived Job Performance and Intrinsic Motivation.

| <i>Dependent Variable: Job Performance</i> | β | <i>t</i> | <i>p</i> |
|--|-----------------|----------|-----------------|
| <i>Constant</i> | 1.631 | 6.500 | 0.000*** |
| <i>Intrinsic Motivation</i> | 0.639 | 11.120 | 0.000*** |
| <i>F</i> | 123.670 | | |
| <i>Adjusted R²</i> | 0.633 | | |
| <i>p-value</i> | 0.000*** | | |

Source: Stata output, own construction.

Based on the F value in Table 8., the model as a whole is significant (p.=0.000). The adjusted R-squared value, which expresses how much of the dependent variable (perceived job performance) can be explained by the independent variable (intrinsic motivation) in the model, is 0.633. Accordingly, it has been determined that 63.3% of the perceived job performance of the employees can be explained by intrinsic motivation. Based on the size and sign of the beta coefficient, it has been determined that intrinsic motivation has significant positive effect on perceived job performance. According to this result, the H_{1a} hypothesis is supported.

6.7.2 Regression Analysis Testing the Relationship between Perceived Job Performance and Extrinsic Motivation

The result of the bivariate linear regression analysis regarding whether extrinsic motivation sub-dimension of job motivation predicts perceived job performance is presented in Table 9.

Table 9. Regression Analysis Result for Relationship between Perceived Job Performance and Extrinsic Motivation.

| <i>Dependent Variable: Job Performance</i> | β | t | p |
|--|-----------------|--------|-----------------|
| <i>Constant</i> | 3.124 | 5.300 | 0.000*** |
| <i>Extrinsic Motivation</i> | 0.341 | 12.770 | 0.000*** |
| <i>F</i> | 28.070 | | |
| <i>Adjusted R²</i> | 0.276 | | |
| <i>p-value</i> | 0.000*** | | |

Source: Stata output, own construction.

Based on the F value in Table 9, the model as a whole is significant ($p=0.000$). The adjusted R-squared value, which expresses how much of the dependent variable (perceived job performance) can be explained by the independent variable (extrinsic motivation) in the model, is 0.276. Accordingly, it has been determined that 27.6% of the perceived job performance of the employees can be explained by the extrinsic motivation. Based on the size and sign of the beta coefficient, it has been determined that extrinsic motivation has a significant positive effect on perceived job performance. According to this result, the H_{1b} hypothesis was supported.

6.7.3 Regression Analysis Testing the Relationship between Perceived Job Performance and Job Motivation

The result of bivariate linear regression analysis on whether job motivation predicts perceived job performance is presented in Table 10.

Table 10. Regression Analysis Result for Relationship between Perceived Job Performance and Job Motivation.

| <i>Dependent Variable: Job Performance</i> | β | t | p |
|--|-----------------|-------|-----------------|
| <i>Constant</i> | 2.403 | 9.070 | 0.000*** |
| <i>Job Motivation</i> | 0.504 | 7.620 | 0.000*** |
| <i>F</i> | 58.030 | | |
| <i>Adjusted R²</i> | 0.446 | | |
| <i>p-value</i> | 0.000*** | | |

Source: Stata output, own construction.

Based on the F value in Table 10., the model as a whole is significant ($p\text{-value}=0.000$). The adjusted R-squared value, which expresses how much of the dependent variable (perceived job performance) can be explained by the independent variable (job motivation) in the model, is 0.446. Accordingly, it was determined that 44.6% of the perceived job performance of the employees could be explained by the job motivation variable. Based on the size and sign of the beta

coefficient, it has been determined that the job motivation has a significant positive effect on perceived job performance. Thus, the H₁ hypothesis is supported.

6.8 Hypotheses Results

Table 11. Hypotheses Decisions.

| <i>Hypothesis</i> | <i>Decision</i> |
|---|---------------------|
| H1: Job Motivation has a positive impact on perceived Job Performance of the banking sector employees in Azerbaijan. | supported |
| H1_a: Intrinsic Motivation has a positive impact on perceived Job Performance of the banking sector employees in Azerbaijan. | supported |
| H1_b: Extrinsic Motivation has a positive impact on perceived Job Performance of the banking sector employees in Azerbaijan. | supported |
| H2: Job Motivation of the banking sector employees in Azerbaijan differs according to demographic variables. | rejected |
| H2_a: Job Motivation of the banking sector employees in Azerbaijan differs according to gender. | rejected |
| H2_b: Job Motivation of the banking sector employees in Azerbaijan differs according to age. | rejected |
| H2_c: Job Motivation of the banking sector employees in Azerbaijan differs according to marital status. | rejected |
| H2_d: Job Motivation of the banking sector employees in Azerbaijan differs according to educational status. | rejected |
| H3: Perceived Job Performance of the banking sector employees in Azerbaijan employees differs according to demographic variables. | partially supported |
| H3_a: Perceived Job Performance of the banking sector employees in Azerbaijan employees differs according to gender. | supported |
| H3_b: Perceived Job Performance of the banking sector employees in Azerbaijan employees differs according to age. | rejected |
| H3_c: Perceived Job Performance of the banking sector employees in Azerbaijan employees differs according to marital status. | rejected |
| H3_d: Perceived Job Performance of the banking sector employees in Azerbaijan employees differs according to educational status. | supported |

Source: Own Construction.

7. Discussion and Conclusion

In this study, the effect of job motivation on perceived job performance in the sample of employees in Kapital Bank branches operating in Baku was examined and the results obtained were compared with the results of previous studies in the literature and shared in the following section.

Ozturk (2019) determined that there was no differentiation in motivation factors in terms of demographic variables. Dundar et al. (2014), on the other hand, argued that factors such as age, working time, and gender are not effective on the work motivation of employees. Within the scope of this study, as a result of examining job motivation in terms of gender, no statistically significant difference was found between men and women. Kovach (1987) and Brislin et al. (2005) also reached a similar conclusion in their studies and found that intrinsic and extrinsic motivation tools did not show a statistically significant difference in work motivation according to gender.

As a result of the analysis, it was observed that the job performance increased as the education level increased. This finding is in line with the findings of Kuvaas (2006), who stated that the higher the education level, the higher the job performance, because educated employees love their work more and fulfil the task with care. In terms of marital status, it has been determined that job motivation and perceived job performance does not differ according to gender. In the analysis made by age, no difference was found in terms of job motivation and perceived job performance.

As a result of the analyzes, it was determined that task performance was positively moderately correlated with contextual performance. It has been determined that task performance is highly positively correlated with job performance. Motowidlo and Van Scotter (1994) also found a positive relationship between task performance and job performance. In this study, it was determined that task performance was positively and moderately related to intrinsic motivation.

Contextual performance, on the other hand, was found to be highly positively correlated with job performance. Similarly, Van Scotter, Motowidlo, and Cross (2000) revealed that contextual performance has a positive effect on job performance. In this study, it was determined that contextual performance was positively moderately correlated with intrinsic motivation, had a

weak positive relationship with extrinsic motivation, and had a moderately positive relationship with work motivation.

It has been determined that there is a positive high relationship between perceived job performance and intrinsic motivation. Similarly, Mottaz (1985) and Kuvaas (2006) found that intrinsic motivation had a positive effect on job performance. In particular, Kuvaas (2006) found in his study that intrinsic motivation can be more meaningful than extrinsic rewards and instrumentality perceptions in order to understand the attitudes and behaviors of employees, and that there is a positive relationship between intrinsic motivation, job performance and emotional commitment to the organization. Chaudhry (2008) found that intrinsic motivation contributes positively to the job performance of employees. Similarly, Yousaf et al. (2015) found in their study that intrinsic motivation had a higher positive relationship with task performance than extrinsic motivation. Callahan et al. (2003) also found that intrinsic motivation has a higher positive effect on job performance than extrinsic motivation. Rogstadius et al. (2011) found that intrinsic motivation has a higher effect on job performance than extrinsic motivation. However, Muogbo (2013) found in his study that extrinsic motivation has a higher level of positive effect on the task performance of employees than intrinsic motivation. Similarly, Ayan (2015) found that as intrinsic motivation increases, job performance increases.

According to the results of the research, there is a moderately positive relationship between perceived job performance and job motivation. Similarly, Olcer (2005) found in his study that job motivation has a positive effect on job performance. Ranjubala (2014) also revealed a positive relationship between work motivation and work performance in their study.

It was determined that intrinsic motivation and extrinsic motivation had a moderately positive relationship. Similarly, Neshat and Fakhri (2011) also found a high level of correlation between intrinsic and extrinsic motivation. Chaudhry (2008) also claimed that intrinsic motivation and extrinsic motivation are positively related, and that the use of extrinsic motivation tools by managers increases the intrinsic motivation of employees. Markova and Ford (2011) suggested that extrinsic motivation tools have a positive effect on intrinsic motivation. Eisenberger and Shanock (2003) found that rewards from extrinsic motivations contribute positively to intrinsic motivation. To summarize, it can be stated that the use of extrinsic motivation factors in enterprises increases the internal motivation of employees.

Within the scope of the research, it was observed that there is a strong positive relationship between intrinsic motivation and job motivation. It has been determined that there is a moderate positive relationship between extrinsic motivation and work motivation. In line with the findings of this research, Mottaz (1985), DeVoe and Iyengar (2004) and Brislin et al. (2005) found that intrinsic motivation has a stronger effect on job motivation than extrinsic motivation. Dundar et al. (2007) also found that intrinsic motivation is more effective on job motivation than extrinsic motivation. On the other hand, Wiley (1997) found in his study that intrinsic and extrinsic motivation tools do not differentiate employees' job motivation.

As a result, it has been seen that both internal and external motivation factors are important for the perceived job performance of employees. In particular, it has been determined that intrinsic motivation factors are more effective than extrinsic motivation factors. In this context, it can be said that it is important to provide support that will increase the internal motivation of the employees. In addition, considering that the internal motivation will be effective on the contextual performance, it can be stated that increasing the quality of the work they do in order to increase the internal motivation of the employees, ensuring the respect for the work done, giving authority and responsibility and presenting a positive organizational climate will contribute positively to the work performance of the employees.

It has been observed that extrinsic motivation factors also positively affect employee performance, and also increase intrinsic motivation. For this purpose, it is thought that it is possible and even necessary to increase external motivation by taking into account factors such as adequate wages and rewards, reliability, equality, being given at the right place and time, job security of employees, improvement of physical conditions and availability of sufficient equipment.

Considering that the perceived job performance increases with the increase in educational status, opportunities for increasing the education level of the employees should be increased and training programs should be applied to the employees. On the other hand, considering that job motivation do not change according to gender, it can be said that it is scientifically unnecessary to discriminate between men and women in working life. For this reason, it is considered that managers should treat their employees equally in terms of job motivation in order to ensure justice and not to create gender inequality.

In this study, a research was conducted in the banking sector of Azerbaijan. The results obtained should be read with these limitations in mind. It should not be forgotten that the relationship between perceived job performance and job motivation may differ in different cultures and in different sectors. For this reason, it can be said that it would be seminal to conduct similar studies involving individuals living in regions with different cultures and employees from different sectors. For example, the relationship between motivational factors and performance in the tourism sector and transportation sector may be different from the banking sector. In this context, it would be useful to consider different sectors. On the other hand, considering that different motivational tools may affect performance in a country with a high per capita income, it should be stated that similar studies should be conducted in regions with different socio-economic levels.

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APPENDIX A: Questionnaire Form



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