

The Effect of Motivation on the Tendency to Quit: A Field Study

Aydin Durak

Centre of Public Policy of Istanbul, Turkey

Email: aydin.durak66@yahoo.com

Abstract

There are many factors that motivate employees in organizations. In the presence of these factors, the employee's performance and thus production increases. In addition, as a result of the lack of motivation, many consequences result in negative consequences. One of these consequences is quitting the job. In other words, it can be said that individuals who are not motivated will leave their jobs over time. It can be stated that the person who is motivated towards his / her job and environment in the place of work will depend on his / her job and will not think of leaving his / her job. Considering the time and cost of employing employees, it is an important issue that managers show the necessary sensitivity to the concept of motivation. Thus, it can be said that there is a correlation between the level of motivation and the tendency to quit. In this study, the effect of motivation on the tendency to quit was examined and a conceptual framework was formed by first researching the literature on the subject. Later, the field study was explained and the findings obtained were presented through tables and interpreted and the results reached were evaluated.

Keywords: Motivation, Performance, Management, Culture, Workplace.

----- ◆ -----

A. INTRODUCTION

Motivation, which is one of the ways of engaging employees and keeping them at work for a long time, is one of the important issues of organizational behavior. The motivational information of managers can help them to direct their subordinates efficiently and effectively. As there are many factors that motivate the employee, many situations can arise as a result of motivation. One of these situations is leaving the job. In other words, it can be said that individuals who were not motivated or low motivated quit their jobs over time. It will be seen how important the issue is when we consider the employee as an important investment in the organization. It can be stated that the person who is motivated towards his / her job and environment in the place of work will depend on his / her job and will not think of leaving his/her job. Thus, it can be said that there is a correlation between motivation and the tendency to quit. In the article explained below, this situation and relationship are investigated. In this framework, firstly, literature information on the subject was written and then it was tried to be explained with the details of the research conducted.

Many definitions have been made about the concept of motivation. Some of these are expressed as follows. Motivation can be defined as the state of causing a person to act in a different way than the reaction that he would show before these effects occur, by having various effects. In this way, a change in a person's behavior

means that he is motivated (Korkmazer & Aksoy, 2011). Motivation is the process of encouraging employees to work and convincing and persuading that they will satisfy their individual needs in the best way if they work efficiently in the organization (Ölçer, 2005). Motivation, when doing a task willingly or enthusiastically. They are positive emotions experienced or felt in our inner world about the work done (Bentley, 2006).

According to another definition; It can be defined as willingness and effort to achieve organizational goals (Istar, 2012). Motivation is individuals' acting with their own wishes and desires and making efforts in order to achieve a predetermined goal (Ali, 2008).

Motivation and motivation play an important role in this movement and effort process. Motivation and motivation can be considered as a complex situation that includes activating and directional elements. Motives have 4 functions to initiate behaviors, to determine the energy and intensity level of behaviors, to determine the direction of behaviors, and to ensure the continuity of behaviors (Gözüm, 2017).

The most important issue in the motivation process is understanding employee behavior and the reasons for these behaviors. Behind every behavior there is a need and goals. In order to reach the goals, one's needs must be satisfied. A person can be happy to the extent that he/she reaches his / her goals, which fits his/her inner world and determines in a personal quality (Gözüm, 2017).

There are many variables that affect motivation. Learning culture, experience of the employee, financial rewards, university education, diversity of roles and organizational culture can be counted among these variables. Examples of variables that hinder motivation in working life are low pay, working conditions, dissatisfaction with the management within the organization, and impaired interpersonal relationships (Seller et al., 2009).

Although salaries and wages are important tools in motivating those who work in organization life, they are not a single tool. Those who work in today's business life have started to be interested in issues such as opportunities for personal development and more quality of working life. Thus, it can be said that not only material issues but also social and personal development programs within the company can be used to motivate employees (Gülsüm, 2007).

In organizations, the concept of money alone may sometimes be insufficient to enable motivation and show high performance. Other motivational factors such as participation in the decision process in business life, enrichment of the work structure, organization development and behavior change can provide the targeted performance and success (Laufer, 1987). On the other hand, employees have health insurance, pension plans, vacation. Although they attach importance to tools such as doing, sometimes these tools are insufficient to motivate the employees (Newstrom and Davis, Luthans, 1995).

Managers' strong pressure on employees who have a negative attitude, develop behavior against authority, and cannot channel themselves to their work

can increase motivation problems of employees and decrease their current performance (Çalışkan et al., 2014).

The motivating factors for the employees may vary depending on different needs and different personality structures. Thus, a factor that motivates a worker may not be seen as a motivating factor for another employee. Therefore, it can be said that it is beneficial to investigate the motivating elements of the employees and apply them on individuals after they are determined (Toker, 2006).

The studies conducted to determine the factors motivating the employees; It has been gathered under 3 headings under the names of psycho-social, economic and organizational-managerial. Psychological security, social participation and work autonomy can be given as examples of psycho-social factors, wage increase, premiums, profit sharing economic factors, equality of authority and responsibility and participation in decisions are examples of organizational-managerial factors (Çayırtaş, 2013).

In a study conducted on health personnel; It has been determined that variables such as participation in decisions, benefiting from health services, rewarding, salary, retirement security, dignity of the work performed, social facilities and lodging positively affect the motivation of the personnel (Aslanadam, 2007). If there is a central (traditional) management approach for those who work in a business, the motivation policy is largely based on the use of economic factors and an excessive control. On the other hand, in enterprises that apply modern management (decentralized) understanding, it is used for organizational-managerial and psycho-social factors as well as economic factors (Aslan, 2012).

It can be said that as long as employees who work in an organization have the right to determine when and how long they will work in the workplace and their place in the working phase, their motivation towards work can increase (Ergincan, 2010).

Motivation also has a variable structure according to the way employees perceive how they are treated by their superiors. Employees constantly look for an equality between their performance and the reward they should receive by comparing themselves with other employees in their working life. When they see inequality, their motivation may decrease and this may reflect negatively on their performance (Acar, 2007).

B. METHOD

The aim of the study is to try to determine the effect of motivation levels of employees working in ready-made clothing companies in the textile sector on the tendency to quit. It can be said that motivation of employees in their work not only enables them to be successful and effective, but also ties them to the business and reduces the tendency to quit. It was assumed that employees who answered the questionnaire perceived and answered the questions and statements in the scale correctly.

In the realization of the research, instant research method based on questionnaire and first hand data was used. In addition to the questions determining the socio-demographic characteristics of the respondents, the 25-item motivation scale developed by Uçkun and Çelte (2004) and the 3-item tendency to leave the scale were used (Dğın, 2008). In the expressions of the scale, there are 5-point Likert-type responses ranging from strongly agree to strongly disagree. The universe of the sample of all the textile companies operating in Turkey research is a textile company operating in Edirne province. The research questionnaire was applied to those who work in a textile company in Edirne. 150 questionnaires prepared beforehand were left to the human resources department after explaining how to fill in the company, and then the questionnaires were received after they were filled. In the evaluation of the questionnaires, some questionnaire forms were excluded for various reasons and 113 questionnaires were included in the evaluation process. Then, the surveys were evaluated using the SPSS package program. Parametric and nonparametric statistical analysis techniques were used on the obtained data. Depending on the characteristics of the data, parametric and nonparametric analysis techniques were used to analyze the differences (Altunışık et al., 2007). In evaluations, $p < 0.05$ was accepted as the statistical significance limit.

C. RESULT AND DISCUSSION

Some socio-demographic characteristics of the employees participating in the study are shown, 13.3% of the employees are male, 86.7% are female in terms of gender, 36.3% are secondary school, 53.1% are high school, 6.2% are associate degree and 4.4% are In terms of age group, 13.3% of them were between 18-24, 57.5% were between the ages of 25-34 and 29.2% were between 35-45, 79.6% were married and 20.4% were single in terms of marital status. In terms of working years (seniority), 25.7% have a working year of 4 years or less, 34.5% have 5-9 years and 39.8% have a working year of 10 years or more, 41.6% are in the village, 5.3% and 53.1% of them grow in the city center, in terms of Total Income (TL), 37.2% of them are 500-999, 44.2% are 1000-1499 and 18.6% are 1500-3000 TL. and above, 4.4% of the fathers who work in terms of father's education are illiterate, 85.8% are primary-secondary and 9.7 are high school graduates, 8% of the mothers of those working in terms of maternal education are illiterate, It is understood that 88.5% are primary and secondary school graduates and 3.6% are high school graduates.

As a result of the descriptive statistical evaluation made according to the obtained data, the Mean and Standard Deviation of the Tendency to Leave the Work, it is seen that the averages of the 3 expressions that make up the scale are 4. Looking at the frequency distributions; 51.8% of the subjects did not agree with the statement "I often think about leaving my job", 30.7% did not agree at all, and 36.8% of the subjects did not agree with the statement "I will actively look for a new job next year", and 36.8% definitely did not agree, and lastly, 41.2% disagree with the statement "I will leave this institution next year" and 40.4% strongly disagree. When we examine the rates; It can be concluded from the answers given by the employees

that most of them do not intend to quit their jobs and look for a new job, they are satisfied with their job and will not leave their institutions.

Looking at the means and standard deviations of the motivation scale expressions, it means that the average of all expressions is close to 4; It can be said that employees agree with general statements about motivation that are positive and their motivation level is good. When we look at the first 3 items with high frequency distributions; 40.4% of the subjects agreed with the statement "knowing their own duties and responsibilities increases efficiency", 57% definitely disagreed, 33.3% agreed with the statement "my superiors increase my harmony activity", 62.3% strongly disagreed, It has been observed that 33.3% agreed with the statement "I am proud to do my job well" and 62.3% definitely agreed.

Factor analysis was applied to the scale expressions of motivation and tendency to leave the questionnaire, and 4 sub-dimensions were determined. In addition, sub-dimensions names were given according to scale expressions. It shows the names of the sub-dimensions and the numbers of the scale expressions they contain. As can be seen, the motivation scale is reduced to 3 sub-dimensions under the title of teamwork and performance, wage and training, and the quitting scale to one dimension in the title of quitting. In addition, the KMO (Kaiser-Meyer-Olkin) value of the motivation scale expressions was found to be 0.876 and the KMO value of the dismissal scale as 0.729, and it can be said that these results are a good result for sampling efficiency.

The Cronbach alpha values of the sub-dimensions of the expressions in the scale were determined as a result of the reliability analysis. When It is examined, alpha values of 4 sub-dimensions are over 70. These values show that the factor sub-dimensions are statistically reliable.

Since the result of the One-Way ANOVA test was $p < 0.05$, it was determined that there was a significant difference in the employees' perspectives on motivation in terms of growing places (village, district, etc.). It was determined as a result of the Tukey test that there was a difference in teamwork, information and performance sub-dimensions of employees, especially those trained in the city center, compared to those who were trained in the district and big cities. In the same way, it was determined as a result of the Tukey test conducted that there was a difference in the education sub-dimension of employees trained in the city center compared to those who were trained in the district. It was found that there is a positive relationship with 0.318 strength between the sub-dimension of teamwork and the tendency to quit. When we evaluate the finding, it can be said that the employees' working in teamwork at their workplaces and their high performance decreases their tendency to quit.

The responses of the employees to the questionnaire are evaluated; The relationship between teamwork and performance, wage and training sub-dimensions of the motivation scale and the tendency to quit was tried to be determined by the chi-square test. When we evaluate the figures in the table, it can be said that there is a commitment between the two variables, since $P < 0.05$ between

the teamwork performance sub-dimension and the tendency to quit. In other words, it can be said that teamwork and high performance in enterprises increase or decrease the tendency to quit. Looking at the wage sub-size, it was determined that there is a dependence between the wage sub-dimension and the tendency to quit, as $P < 0.05$. It can be stated that the wage is a motivation variable that increases or decreases the tendency to quit. Since $P < 0.05$ in the lower education level, it was determined that there was a commitment between the education sub-dimension and the tendency to quit. It can be stated that training the employees in working life about their job is a motivation variable that increases or decreases the tendency to quit.

When we test the relationship between teamwork and performance sub-dimension and quitting the job, it can be said that an employee who participates in teamwork and has a high performance will have a low tendency to quit, since $p < 0.05$. When we test the relationship between wage sub-dimension and resignation, it can be said that low wage increases the tendency to quit because $p < 0.05$, or when considering the opposite, high wage is a factor that decreases the tendency to quit.

When we test the relationship between the education sub-dimension and the resignation, it can be stated that as $p < 0.05$, the employee's job-related education decreases the tendency to quit or, considering the opposite, lack of education related to his job increases the tendency to quit.

D. CONCLUSION

There is a significant difference in the motivation perspective of the employees in terms of their place of origin (village, district, etc.), there is a difference in the sub-dimensions of teamwork, information and performance, especially of the employees trained in the city center compared to those who are trained in the district and big cities. Since $P < 0.05$ between the performance sub-dimension of teamwork and the tendency to leave the job, there is a commitment between the two variables, that is, teamwork and high performance in enterprises is a situation that increases or decreases the tendency to quit, a factor that increases the tendency for low wages to quit or, conversely, a high wage decreases the tendency to quit. It has been concluded that the employee's job-related training reduces the tendency to quit or, considering the opposite, lack of training related to his/her job is a situation that increases the tendency to quit. When the research findings are evaluated in general, it is determined that the tendency to quit a motivated employee is low and vice versa. If managers are knowledgeable and sensitive about ways to motivate employees, the success of both managers and employees will increase. In particular, information and training to be given to managers for motivation can be offered as a suggestion for the effectiveness of organizations.

REFERENCES

1. Akgündüz, Y. (2013). Çalışanların yaratıcılığına motivasyon araçlarının etkisi: kuşadası'ndaki beş yıldızlı otel işletmelerinde bir araştırma. *Uluslararası Yönetim İktisat ve İşletme Dergisi*, 9(20), 131-148.
2. Ali, C. A. N. (2008). Yönetim ve yöneticilik yönünden üniversite hastanelerinin değerlendirilmesi. *Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 13(3), 253-275.
3. Altunışık Remzi, Coş kun Recai, Bayraktaroğlu Serkan ve Yıldırım Engin, (2007), Sosyal Bilimlerde Araştırma Yöntemleri SPSS Uygulamal. Bask: Sakarya Yayıncılık.
4. Aslan, V. (2012). *Reklam iletilerinde tüketici davranışlarını belirleyen psikolojik etmenler: Üniversitelerin gazete reklamları uygulama örneği* (Doctoral dissertation, İstanbul Kültür Üniversitesi/Sosyal Bilimler Enstitüsü/İletişim Anabilim Dalı).
5. Aslanadam, B. (2011). *Sağlık Personelinin Motivasyonu ve Buna İlişkin Araştırma* (Doctoral dissertation, DEÜ Sosyal Bilimleri Enstitüsü).
6. Bentley, T. (2006). Takımınızın Yeteneklerini Geliştirmede İnsanları Motive Etme, (Çev. Onur Yıldırım). *Hayat Yayınları*, 33.
7. Bilgin, Leman, Taşçı, Deniz, Kağrıoğlu, Deniz, Benligiray, Serap, Tonus, Zümrüt, (2004), *İnsan Kaynakları Yönetimi*. Bask: Eskişehir.
8. Çayırbaş, F. (2013). Özel Güvenlik Sektöründe Çalışanların Örgütsel Bağlılık, İş Motivasyonu, İş Performans Düzeyleri Ve Bir Uygulama. *Elektronik Mesleki Gelişim Ve Araştırmalar Dergisi*, 1(1), 34-53.
9. Dığın, Özerk, (2008), İnsan Kaynakları Yönetiminde İş Güvencesi ve Konuyla İlgili Yapılan Bir Araştırma, Yayınlanmamış Yüksek Lisans Tezi, T. Ü. Sosyal Bilimler Enstitüsü.
10. Doğan, A., Bozkurt, S., & Demir, R. (2015). Çalışanların Esnek Çalışmaya İlişkin Tutumlarını Belirlemeye Yönelik Bir Araştırma. *International Journal of Economic & Administrative Studies*, 7(14).
11. Erginçan, T. (2010). *Yükseköğretim mezunlarının uzmanlık alanında istihdam sorunu ve iş doyumu* (Doctoral dissertation, DEÜ Sosyal Bilimleri Enstitüsü).
12. Gözüm, P. (2017). *Mobbing algısı ile motivasyon ilişkisi: Erzurum ve Ankara illerinde bazı kamu ve özel kurum çalışanları üzerine bir araştırma* (Doctoral dissertation, Selçuk Üniversitesi Sosyal Bilimleri Enstitüsü).
13. Gülsüm, U. Ç. A. R. (2007). Ayla Çınaroğlu'nun "Keçimasalı" Adli Eserinde Toplumsal Bilinç Eğitimi. *Selçuk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, (18), 455-461.
14. İstar, E. (2012). Stres ve verimlilik ilişkisi. *Akademik Bakış Dergisi*, 33, 1-21.
15. Korkmazer, F., & Aksoy, A. (2017). Herzberg'in Hijyen Faktörlerinin Çalışanların İşten Ayrılma Davranışlarına Etkisine Yönelik Bir Araştırma. *Abant İzzet Baysal Üniversitesi Eğitim Fakültesi Dergisi*.
16. Laufer, A. (1987). Construction accident cost and management safety motivation. *Journal of Occupational Accidents*, 8(4), 295-315.

17. Luthans, F. (1995). Organizational Behavior, international edition. *İstanbul: Literatür Yayıncılık.*
18. Ölçer, F. (2005). Departmanlı Mağazalarda Motivasyon Üzerine Bir Araştırma. *Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, (25), 1-26.
19. Satıcı, A., Satıcı, Ö., Dayan, S. (2009). Genel Liselerde Görev Yapan Öğretmenleri Motive Eden Faktörler (Trabzon İli Örneği). *The First International Congress of Educational Research, Full Text Book*, 1-3 Mayıs, Çanakkale.
20. Toker, B. (2006). *Konaklama işletmelerinde işgören motivasyonu ve motivasyonun iş doyumuna etkileri İzmirdeki 5 ve 4 yıldızlı otellere yönelik bir uygulama* (Doctoral dissertation, DEÜ Sosyal Bilimleri Enstitüsü).
21. Uçkun, G., ve Çelte, E. (2004). Emniyet Mensuplarının Motivasyon Araçlarının Tespitine Yönelik Bir Araştırma. *Kişisel Gelişimde Çağdaş Yönelimler Sempozyumu Bildiriler Kitabı*, 27-28 Nisan, Ankara, 1-16.