

The Relationship between Intrinsic and Extrinsic Motivation and Task Performance: A Study in the Textile Industry^a

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Abstract

Background. Although the relationship between motivation and performance has been subject of extensive research, it remains a relevant and current topic due to its importance. It is considered important to focus on this links especially in context of blue-collar workers and in sample of emerging manufacturing countries such as Türkiye.

Aim. The primary aim of this study is to determine how the intrinsic and extrinsic motivations of textile workers affect their task performance.

Method: The main population of the study consists of blue-collar workers employed in textile factories in the Erbaa district of Tokat province. A total of 228 survey responses were collected, including 166 from field surveys and 62 from online surveys. The survey administered to participants included questions about demographic characteristics, as well as motivation and task performance scales. SPSS and AMOS statistical software packages were used for data analysis.

Findings: The results of the study reveal that intrinsic and extrinsic motivation explain 48% of task performance. Both intrinsic and extrinsic motivations were found to have a positive impact on task performance. It was identified that intrinsic motivation has a more positive effect compared to extrinsic motivation.

Conclusion: This research confirms the existing relationship between motivation and performance in the literature. The significance of the study is enhanced by its focus on blue-collar workers and its implementation within a labor-intensive sector in the Turkish context.

Keywords: Intrinsic motivation, extrinsic motivation, task performance, blue-collars.

İçsel ve Dışsal Motivasyon ile Görev Performansı Arasındaki İlişki: Tekstil Sektöründe Bir Araştırma

Öz

Arka plan. Motivasyon performans ilişkisi çok fazla araştırmaya konu edilse de konunun önemine binaen güncel bir araştırma konusu olmaya devam etmektedir. Bu ilişkiye özellikle mavi yakalı çalışanlar bağlamında ve Türkiye gibi gelişmekte olan üretim ülkeleri örnekleminde odaklanmanın önemli olduğu düşünülmektedir.

Amaç. Bu çalışmanın temel amacı tekstil çalışanlarının içsel ve dışsal motivasyonlarının görev performanslarına nasıl etki ettiğini tespit etmektir.

Yöntem. Araştırmanın ana kütlesini Tokat ili Erbaa ilçesinde görev yapan tekstil fabrikalarının mavi yakalı çalışanları oluşturmaktadır. Saha anket çalışması sonucu 166 adet ve 62 adet çevrimiçi anketle birlikte toplam 228 adet anket verisi elde edilmiştir. Katılımcılara uygulanan ankette demografik özellikler ile motivasyon ve görev performansı ölçeklerine ait sorulara yer verilmiş olup verilerin analizinde SPSS ve AMOS istatistik paket programları kullanılmıştır.

Bulgular. Araştırma sonucunda içsel ve dışsal motivasyonun görev performansının %48'ini açıkladığını ortaya konmaktadır. Görev performansı üzerinde hem içsel hem de dışsal motivasyonun pozitif etkisi belirlenmiştir. İçsel motivasyonun dışsal motivasyona göre daha fazla olumlu etki oluşturduğu tespit edilmiştir.

Sonuç. Bu araştırma literatürde mevcut motivasyon performans ilişkisini doğrulamaktadır. Araştırmanın özellikle mavi yaka çalışanlar ile yapılması ve Türkiye örnekleminde emek yoğun bir sektörde gerçekleştirilmesi araştırmanın önemini arttırmaktadır.

Anahtar Kelimeler: İçsel motivasyon, dışsal motivasyon, görev performansı, mavi yakalılar.

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1. Introduction

Workplace motivation is concerned with a set of factors that determine the form, direction, intensity, and duration of behavior within an organization. Understanding what motivates employees has been the focus of many studies in the field of organizational psychology and behavior (Kotherja & Koth, 2016).

In this context, intrinsic motivation originates from within the individual and is driven by factors such as personal interest, curiosity, satisfaction, and the desire to learn. Individuals who are intrinsically motivated carry out their activities according to their own values and goals, independently of external rewards. On the other hand, extrinsic motivation refers to the situation where an individual is motivated by external rewards, incentives, or pressures. For example, money, promotions, rewards, or punishments are sources of extrinsic motivation.

The purpose of this study is to examine the effects of intrinsic and extrinsic motivation on task performance among blue-collar workers in the textile sector. The textile sector is characterized by its labor-intensive nature and rapid production processes, with blue-collar workers forming the backbone of this industry. The motivation levels of blue-collar workers directly influence production efficiency and product quality, making it a crucial factor in determining the competitive strength of businesses.

Our research aims to examine more deeply the effects of intrinsic and extrinsic motivation on the task performance of blue-collar workers. It is argued that intrinsic motivation contributes to high performance by enabling individuals to approach their tasks with greater depth and passion. On the other hand, extrinsic motivation functions as a driving force for achieving specific goals but may be limited in creating sustainable long-term effects.

This study, conducted among blue-collar workers in the textile sector, will provide significant insights into enhancing and managing motivation in the workplace. In this context, existing studies in the literature will be reviewed, research questions and hypotheses will be formulated, and a research design will be developed to test these hypotheses. The findings of our study will reveal the different effects of intrinsic and extrinsic motivation on task performance, offering important implications for human resource management and motivation strategies.

In conclusion, this study will provide valuable information for developing motivation strategies that will guide businesses in effectively managing and increasing the motivation of blue-collar workers in the textile sector. The findings of this research aim to contribute to efforts to increase productivity and employee satisfaction in the business world.

2. Conceptual Framework

In the literature, there are numerous definitions of motivation. “Etymologically, it is derived from the Latin word *movere*, meaning 'to move'” In psychology, motivation is defined as the interests, desires, and needs that drive one to take action (Karacaoğlu, 2019). According to another definition, motivation is a goal-directed behavior performed to initiate action (Köroğlu & Avcıkurt, 2014). More specifically, motivation can be defined as what drives a person to action and directs their movements; in essence, it encompasses an individual's thoughts, hopes, beliefs, as well as their desires, needs, and fears (Örücü & Kanbur, 2008).

As can be seen, the concept of motivation consists of two fundamental elements. For a phenomenon to be considered motivation, there must be a goal to be achieved and an effort to mobilize individuals toward that goal. This point is of vital importance for organizational managers because the achievement of organizational goals depends on employee performance. It is one of the most fundamental characteristics of successful managers to understand what motivation is, what the key to employee performance and how it should be used to manage performance (Ehsan & Qureshi, 2019).

In the literature, the concept of motivation is generally examined in two sub-dimensions (Ersarı & Naktiyok, 2012). Intrinsic motivation is typically defined as finding the tasks one performs attractive or deriving pleasure from the work itself (Aslan & Doğan, 2020). In other words, the job itself is sufficient to motivate the employee (Güllü et al., 2018). In intrinsic motivation, the motivating factor is the job itself. On the other hand, intrinsically motivated employees reward themselves for successful performance. They feel personal satisfaction or self-esteem when they perform well (Moch, 1980). As understood, intrinsic motivation is the tendency of employees to do their jobs better in order to achieve internal satisfaction.

The positive effects of motivation on employees are widely accepted in the literature. Research shows that motivation strengthens commitment (Al-Madi et al., 2017; Burns & Alexander, 2020), leads to increased performance (Joseph, 2015), and contributes to job satisfaction (Roos & Van Eeden, 2008).

The elements that constitute intrinsic motivation, according to Hackman and Oldham (1976), include task significance, task difficulty, skill requirements, autonomy, and feedback. It is accepted that employees who hold positive judgments about their work and its value have higher intrinsic motivation. There is a consensus in the literature that employees' intrinsic motivation enhances their performance (Abdul Basit et al., 2018). Research by Ryan and Deci (2000) demonstrates that focusing on personal interests, values, and intrinsic satisfaction enhances social development and overall well-being.

Extrinsic motivation, on the other hand, refers to external incentives or rewards given to an employee to complete a task. Additional income and promotion opportunities provided by the organization encourage employees to achieve new goals while also improving their performance. Moreover, when extrinsic motivation is supported by intrinsic motivation, more lasting and positive effects are observed. Mottaz (1985) identified external rewards such as financial incentives, job security, and career advancement opportunities as critical factors in increasing employee satisfaction levels.

Employee performance is considered one of the most critical issues in business management. Employee performance is the determination of whether the expected contribution from the employee has been achieved (Ardıç et al., 2021). Task performance is fundamentally a dimension of employee performance, wherein employees successfully complete their tasks by ensuring the effectiveness of tasks, tools, and systems within the organization (Zawawi & Nasurdin, 2020). As understood, task performance is related to the essence of the job and is more concerned with the technical and skill-based aspects of tasks (Lara & Ding, 2017). Therefore, measuring task performance is crucial for achieving organizational goals. The primary criterion for task performance is determining whether the employee's activities are carried out in accordance with the job description (Güğerçin, 2015).

2.1. Studies on the Relationship Between Motivation and Performance

Due to increasing competition today, the impact of employee performance on business success is continuously growing (Develi & Çavuş, 2023). Based on this reality, the question of how to enhance employee performance remains a crucial issue. There is a substantial body of literature suggesting that employee motivation boosts their performance (Aslan & Doğan, 2020; Chaudhry, 2008; Korkmaz, 2008; Muogbo, 2013).

A study conducted by Kuvaas (2006) with 593 employees from 64 savings banks in Norway found that intrinsic motivation played both a mediating and moderating role in the relationship between performance appraisal satisfaction and performance. Another study by Ölçer (2005), conducted in a department store, found that job security, good relationships with supervisors, fair and performance-based pay and recognition systems, cooperation and trust-based relationships with colleagues, a suitable working environment, teamwork, assigning important/attractive tasks aligned with the individual's skills, and job rotation positively impacted the motivation levels of service personnel. Moreover, a positive and significant relationship was found between motivation levels and performance levels.

Chaudhry (2008) examined the effects of positive success-oriented motivational behaviors and the authority of managers on the motivation and job performance of salespeople. The study, which was conducted with data from 105 salespeople at two retail businesses, found that managers who exhibited positive behaviors increased the intrinsic motivation and performance of their salespeople. Intrinsic motivation was found to have a greater impact on the performance of salespeople. Muogbo (2013) examined the effects of extrinsic and intrinsic motivation on performance with 63 participants from 21 manufacturing companies in Anambra State, Nigeria. The study found that extrinsic motivation had a significant effect on the performance of business employees. It was emphasized that this was consistent with the Equity Theory, suggesting that when fairness in compensation is achieved, employees tend to show higher performance. Korkmaz (2008) conducted a study with 120 healthcare workers and found that factors such as income levels, receiving material and moral rewards, participation in decision-making, receiving social assistance, having status and authority, retirement security, independent work, suggestion systems, promotion opportunities, job attractiveness, physical working conditions, and a fair and consistent disciplinary system all influenced performance. William (2010) explored how employees can be best motivated to achieve high performance in organizations. The study considered Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, John Adair's Fifty-Fifty Rule, and Vroom's Expectancy Theory when explaining the research question. It was stated that while money is a motivator, it alone is not sufficient for achieving high performance in an organization.

Intrinsic motivation is defined as the desire and satisfaction to perform a task based on one's internal desires. This type of motivation arises when the nature of the job is inherently satisfying. Ryan and Deci (2000a) emphasized that intrinsic motivation ensures individuals perform their tasks more carefully and eagerly. In the case of textile workers, it is expected that when they experience personal satisfaction from their work, their task performance will also increase. Extrinsic motivation, on the other hand, refers to a type of drive that arises from external rewards (salary, promotion, recognition) or punishments (job loss, reprimand). Chaudhry (2008) noted that extrinsic motivation is effective in boosting short-term performance in employees. In high-paced and physically

demanding jobs like those in the textile industry, extrinsic rewards can enhance employee motivation and, consequently, performance. The literature frequently emphasizes that intrinsic motivation is a more sustainable and powerful performance booster compared to extrinsic motivation (Ryan & Deci, 2000b). Intrinsically motivated employees exert effort not only for rewards or punishments but also because of the nature of the job itself, leading to higher performance in the long run. In this context, it is assumed that similar results will be obtained in the research to be conducted on textile workers.

Based on the literature on motivation and performance, the following hypotheses have been formulated:

H_1 : Intrinsic motivation has a positive effect on the task performance of textile workers.

H_2 : Extrinsic motivation has a positive effect on the task performance of textile workers.

H_3 : The effect of intrinsic motivation on task performance is stronger than the effect of extrinsic motivation.

3. Methodology

3.1. Sample

The population of the study consists of textile workers. The sample was selected from blue-collar textile workers in the Erbaa district of Tokat province, with a total of 228 workers included based on valid survey responses. To reach the ideal sample size, the rule of at least 5 times the number of items suggested by Hair et al. (2014) was applied.

Of the participants, 68% (155 people) are women, and 61.4% (140 people) are married. The most common age group is 31-35 years, comprising 32.9% (75 people) of the participants. In terms of education level, 43.4% (99 people) are high school graduates. When looking at occupational groups, the largest group is machine operators, with 83 people (36.4%). Regarding the duration of employment, 88.15% (201 people) have been working at their current job for 0-5 years, and similarly, 72.36% (165 people) have 0-5 years of professional experience.

3.2. Measurement Tools

In line with the main objective of the thesis, a detailed literature review on the variables will first be conducted to establish the conceptual framework. Following this, the application phase of the thesis is planned to commence. During the research phase, the survey method, one of the quantitative research methods, will be employed. The survey form is designed to consist of three sections. The first section of the survey form will include demographic statements, the second section will contain the motivation scale addressing intrinsic and extrinsic motivation, and the third section will feature the task performance scale.

The motivation scale is based on Mottaz's (1985) work and consists of two dimensions. A total of 24 statements are included, 9 of which relate to intrinsic motivation and 15 to extrinsic motivation. To measure the performance levels of employees, an 8-item scale developed by Hainsworth and Barlow (2001), adapted by Veerasamy and colleagues (2013), and translated and validated into Turkish by Develi & Çavuş (2024) will be used.

The validity and reliability of the scales used in the research have been tested. When the scales were subjected to the initial confirmatory factor analysis, the goodness-of-fit values did not reach the

desired level. Therefore, two items (8 and 9) were removed from the Intrinsic Motivation scale, and four items (2, 3, 5, and 8) were removed from the Extrinsic Motivation scale. The final version of the scale was then subjected to confirmatory factor analysis. The results of the confirmatory factor analysis, conducted to test the validity of the scales, along with the ideal fit index values (Uğurlu, 2014), are summarized in Table 1.

Table 1

Validity Analysis Results of the Scales

Fit Indices	Acceptable Fit Threshold	Motivation Scale	Task Performance Scale
<i>CMIN/DF</i>	$\chi^2/df \leq 5$	2.466	4.071
<i>CFI</i>	$CFI \geq .90$	0.913	0.974
<i>IFI</i>	$IFI \geq .90$	0.914	0.974
<i>SRMR</i>	$SRMR \leq 0.8$	0.068	0.028

When examining the results of the confirmatory factor analysis, it is observed that both the motivation scale and the performance scale have acceptable levels of construct validity.

The results of the reliability analysis for the scales are summarized in Table 2.

Table 2

Reliability Analysis Results of the Scales

	Cronbach's Alpha	Number of Items
Intrinsic Motivation Scale	.903	7
Extrinsic Motivation Scale	.882	11
Task Performance Scale	.872	8

The Cronbach's Alpha value for the Intrinsic Motivation Scale was calculated as 0.903, and the scale consists of 7 items. The Extrinsic Motivation Scale consists of 11 items, with a Cronbach's Alpha value of 0.882. Additionally, the reliability of the Task Performance Scale was determined with a Cronbach's Alpha value of 0.872, and this scale consists of 8 items. These findings indicate that the scales used have high internal consistency and can be considered reliable tools for data collection.

3.3. Procedure

The research is confirmatory in nature and was conducted using the survey method, one of the quantitative research methods. This study aims to contribute to the literature on the relationship between motivation and performance. For this research, the necessary approval was obtained from the Tokat Gaziosmanpaşa University Social and Human Sciences Research Ethics Committee with the decision dated 08/11/2021, session no 22, decision no 03.

4. Findings

4.1. Hypothesis Results

4.1.1. Correlation Analysis Results

Table 3 presents the results of the Pearson correlation analysis conducted to examine the relationships between intrinsic motivation, extrinsic motivation, and task performance. The Pearson correlation coefficient measures the strength and direction of the linear relationship between two

variables; a positive correlation coefficient indicates that as one variable increases, the other also increases, while a negative correlation coefficient suggests that as one variable increases, the other decreases.

Table 3

Correlation Analysis Results

	Mean	Standard Deviation	1	2	3
1. Intrinsic Motivation	3.578	1.101	1		
2. Extrinsic Motivation	3.167	.894	.549**	1	
3. Task Performance	3.713	1.099	.661**	.548**	1

** . Correlations are significant at the 0.01 level.

The Pearson correlation coefficient between intrinsic motivation and extrinsic motivation was found to be 0.549, indicating a moderate positive relationship between these two variables. The significance level of this relationship was calculated as 0.000, making the result statistically significant at the 1% level ($p < .01$).

The Pearson correlation coefficient between intrinsic motivation and task performance was 0.661, indicating a strong positive relationship between these two variables. The significance level of this relationship was also found to be 0.000, and it is statistically significant at the 1% level ($p < .01$).

Finally, the Pearson correlation coefficient between extrinsic motivation and task performance was determined to be 0.548. This result indicates a moderate positive relationship between extrinsic motivation and task performance. The significance level was again determined to be 0.000, making this relationship statistically significant at the 1% level ($p < .01$).

These results demonstrate that both intrinsic and extrinsic motivation have a significant impact on task performance. However, the relationship between intrinsic motivation and task performance is stronger than that of extrinsic motivation. These findings highlight the importance of focusing on intrinsic factors to enhance the motivation of blue-collar workers.

4.1.2. Regression Analysis Results

According to the model summaries presented in Table 4 and Table 5, the results of the regression analysis conducted to examine the effects of intrinsic motivation and extrinsic motivation on task performance are summarized. In the regression model, intrinsic motivation and extrinsic motivation are used as independent variables, while task performance is used as the dependent variable.

Table 4

Regression Model Summary

Model	R	R ²	Adjusted R ²	Standard Error of the Estimate	Durbin-Watson
1	.697a	.485	.481	.58828	1.807
a. Predictors: (Constant). Extrinsic Motivation. Intrinsic Motivation					
b. Dependent Variable: Task Performance					

The *R*-value of the model was calculated as 0.697, indicating the explanatory power of the independent variables on task performance. The coefficient of determination (R^2) was found to be 0.485, indicating that the independent variables explain 48.5% of the total variance in task

performance. The adjusted R^2 value was calculated as 0.481, further demonstrating that the model generally exhibits a good statistical fit. The Durbin-Watson value was determined to be 1.807, suggesting that there is no autocorrelation in the model or that it is minimal.

Table 5

Regression Analysis Results

Independent variables ^a	Unstandardized Coefficients		Standardized Coefficients	<i>t</i>	<i>P</i>	Linearity Statistics	
	<i>B</i>	Standard Error	<i>Beta</i>			Tolerance	<i>VIF</i>
Intrinsic Motivation	.453	.051	.516	8.935	.000	.695	1.438
Extrinsic Motivation	.247	.054	.263	4.553	.000	.695	1.438

a. Dependent Variable: Task Performance

When examining the unstandardized coefficients (*B*), it is observed that intrinsic motivation (IM_mean) has a positive effect on task performance ($B = 0.453$, $p < .001$). The Beta coefficient for intrinsic motivation was calculated as 0.516, indicating that intrinsic motivation is the variable with the strongest impact on task performance. The effect of extrinsic motivation (EM_mean) on task performance is also positive and significant ($B = 0.247$, $p < .001$), but it has a weaker effect compared to intrinsic motivation ($\beta = .263$). These findings demonstrate that the impact of intrinsic motivation on task performance is more pronounced than that of extrinsic motivation.

5. Discussion and Conclusions

The primary aim of this research is to explore the relationship between motivation and performance. In line with this objective, data collected through surveys from 228 textile workers employed in various firms in the Erbaa district of Tokat province were analyzed.

The research findings have confirmed the relationship between motivation and performance. The literature also supports the positive relationship between motivation and performance (Kuswati, 2020). The most significant finding of the study is that intrinsic motivation has a greater impact on task performance than extrinsic motivation among textile workers. This result aligns with the findings of numerous other studies in the literature (Aslan & Doğan, 2020; Buló & Tumbuan, 2015; Dündar et al., 2007; Hashiguchi et al., 2021; Hidayat, 2020; Ryan & Deci, 2000a; Triswanto & Yunita, 2022; Yousaf et al., 2015; Yusuf, 2021).

The findings of this research serve as an important guide in developing motivation strategies aimed at enhancing the performance of workers in the textile sector. It is particularly recommended that employers and managers develop policies to boost employees' intrinsic motivation. Strategies such as providing autonomy in the workplace, offering meaningful tasks, and supporting personal development can be implemented to enhance intrinsic motivation. However, it should also be emphasized that extrinsic motivation should not be entirely overlooked but rather used as a complementary tool to support intrinsic motivation.

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