The Dynamic Relationship between Motivation, Performance, Organizational Commitment, and Job Satisfaction: Developing a Model for a Better Motivation

by

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B.S. Systems Engineering, Turkish Military Academy, 2007

Submitted to the System Design and Management Program in Partial Fulfillment of the Requirements for the Degree of Master of Science in Engineering and Management at the MASSACHUSETTS INSTITUTE OF TECHNOLOGY June 2016

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ABSTRACT

This study explores the dynamic relationship among motivation, work performance, organizational commitment, and job satisfaction as well as drivers of each of them.

Main goal of this study is to understand what factors motivates people better and increase their (i) work performance, (ii) organizational commitment, and (iii) job satisfaction. For this purpose, this study is focused on the factors influencing motivation, work performance, organizational commitment, and job satisfaction. Although the previous research was abundant, there was no research directly focused on four of them at the same time. Moreover, there wasn't a single model to tell about how to increase the level of those focused four variables at the same time.

This study (i) combined the empirical data of the related literature to create a model, (ii) then simplified the combined model to create a simple testable literature model, and (iii) tested the simplified literature model. A certain type of section in Organization X was focused to test the model. The actual model-in-use created after conducting interviews with the members of that specific type of section. For the final step, the differences between simplified literature model and actual model-in-use was discussed and recommendations were given.

A total of ten independent variables were determined after analysis of interview data. The nine of the independent variables in the actual model-in-use was matched with the independent variables of the simplified literature model. The actual model-in-use has a new independent variable.

As the last step of the research, recommendations were formed according to interview data or personal experience; to close the gap.

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Chapter-1: Introduction

Background

Motivation is a subject that there are many different theoretical approaches as well as many empirical data derived from testing various variables. But the case is, there is no single accepted "one-fits-for-all" model so far in literature. Also, we see that there is a dynamic structure in motivating people better; which means we cannot simply propose a model for motivation which simply tells about how to motivate all members of the organization in a better way. There are other issues related with motivation; such as organizational commitment, and job satisfaction; which eventually take us to better work performance.

Motivation in the work environment can be defined as the degree of personal willingness towards meeting the organizational goals (Franco, Bennett, & Kanfer, 2002). So, motivating the employees in an organization in a better way drives the well-being of an organization and that is one of the important factors of better performance to reach the organizational goals (Giauque, Anderfuhen-biget, & Varone, 2013). In other words, employee motivation is one of the most important factors on the success of the organizations.

Performance (factors influencing performance, metrics and measurement of it - in short; performance as a subject) has been the main theme in the research related with organizations (Rousseau, 1997).

It is clear in literature that there are many different independent variables influencing motivation and performance. According to empirical data in literature, an increase the quality/level/etc. of those variables will ensure an increase in performance and motivation.
While researching the independent variables that have influence on motivation and performance, we see that there is a dynamic structure between work performance, motivation, organizational commitment and job satisfaction when we combine the theoretical and empirical data about variables influence performance. So we widened our research to see the dynamic structure among those variables and decided to see if there is an applicable single (and simple) dynamic model which will eventually lead us to a better motivation and performance.

Organization X is a public sector organization that deals with homeland security as well as policing, security and safety. The operating of X smoothly and with high performance is crucial since it is directly related with security. The motivation of members of X leading to better performance is the starting point in our research. A certain type of section of Organization X, which executes active duty tasks on the field for security (not one the sections on planning side, etc.), and a better motivation and better performance of it will be our focus point in this research.

**Problem Statement**

There is no “one single model” that simply increases motivation and work performance since there are many other contributors for different variables. We would like to find out if there is a single basic model for better organizational dynamics (motivation, organizational commitment, and job satisfaction) which lead to a better work performance. Our study will
seek for "the basic model" which is *indispensable (sine qua non)*\(^1\) for a better organizational dynamics that one-fits-for-all that certain types of sections, if there is any.

**Methodology**

We develop a model of motivation (a generic model) from literature. We test our model by constructing cases based on interviewing people in roles of (i) team member, (ii) team leader, (iii) fraction leader, and (iv) section leader within the type of section we focused on. We will develop the actual model-in-use during interviews process and we will reach out if the generic model would be proven wrong or not. As a last step, we will provide recommendations to close the gap between literature model and actual model.

**Research Questions**

- What are the independent variables that influence motivation?
- What are the independent variables that influence work performance?
- What are the independent variables that influence organizational commitment?
- What are the independent variables that influence job satisfaction?
- What is the dynamic relationship among motivation, work performance, organizational commitment and job satisfaction?
- Is there a single model for a better organizational dynamics which leads to better motivation and performance that fits all members of an organization given the circumstances in which the model is being applied?

---

Thesis Overview

Chapter 2 consists of literature review where we explain the terminology of related research and the definitions. Chapter 3 shows the process of our developing the literature model by combining the theoretical and empirical data. Chapter 4 is about how we simplified the combined literature model. Chapter 5 consists of the summary of interviews process and analysis of findings. Chapter 6 is discussion about the difference between literature model and actual model-in-use. Chapter 7 is recommendations. Chapter 8 consists of limitations and future research. Chapter 9 is conclusion.
Chapter-2: Literature Review

Motivation

There are different approaches to motivation and we can trace the related research back to first years of industrial evolution. All those approaches vary from the first ones that consider monetary issues as the top motivational factor (economic needs approach) to a "human relations approach" (Parsons & Broadbridge, 2006). After those initial researches in the literature, we see many other theories related with motivation: (i) content theories; based on people's needs and goals that drive their actions and (ii) process theories; based on identifying the dynamic variables and their relationships which eventually create motivation (Parsons & Broadbridge, 2006; Tuna & Türk, 2006). Those chain of researches show us that work environment is a complex social system and it is almost impossible to evaluate one factor separately from the others within this system (Tuna & Türk, 2006).

Literature theoretically and empirically shows that motivation factors rely on many different aspects. Firstly, many of the studies are based on three main motivational tools; (i) economic tools, (ii) socio-psychological tools and (iii) organizational-management tools but there is a huge variety of different sub-tools of those three main tools. It has been summarized as (Kılıç & Keklik, 2012):

✓ Economic Tools:
  ➢ Pay increase,
  ➢ Economic rewards,
  ➢ Bonuses,
➢ Social boosters/Facilities (economic benefits to ensure a better work and life, service cars possibilities, lunch option, hot-cold drinks option, health insurance, etc.).

✓ Socio-psychological Tools:

➢ Independence in work place,
➢ Social status and participation,
➢ Appreciation of work done,
➢ Development and success,
➢ Harmony with environment,
➢ Proposals system,
➢ Direct communication with superiors,
➢ Psychological assurance,
➢ Social activities,
➢ Delegation (transferring authority),
➢ Consulting services.

✓ Organizational-Management Tools:

➢ Common goals,
➢ The balance of authority and responsibility,
➢ Training,
➢ Participative decision making,
➢ Job security,
Communication system,
Making work interesting,
Physical working conditions,
Job rotation,
Teamwork,
Promotion and career development opportunities,
Transparent management policy,
Fair and continuous discipline system,
Etc.

Secondly, motivation preferences (top priorities of individuals for a better motivation) are changing according to age, gender, income groups, job types, and organizational level (Kovach, 1995). More importantly, Kovach (1995) finds out in his long term research² that employees have different priorities than the perceptions of their supervisors (supervisors do not exactly know the ranking of their employees’ top priorities about motivation). Please see Table 1: The comparison of employees' top ten preferences about "job reward" below for the comparison of differences among employees' top priorities about motivation and for supervisors' answers about how they believed their employees' ranking was.

² In this research, Kenneth A. Kovach (Ph.D., a full time professor at George Mason University) analyzes the results of the same survey conducted in 1946, 1981 and 1995 consecutively. He gives the list of final comparison of results of 1946 and 1995 in his paper.
<table>
<thead>
<tr>
<th>Employees’ ranking in 1946</th>
<th>Employees’ ranking in 1995</th>
<th>Supervisor’s ranking in 1946 and 1995 (both the same)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Full appreciation of work done</td>
<td>Interesting work</td>
</tr>
<tr>
<td>2</td>
<td>Feeling of being in on things</td>
<td>Full appreciation of work done</td>
</tr>
<tr>
<td>3</td>
<td>Sympathetic help with personal problems</td>
<td>Feeling of being in on things</td>
</tr>
<tr>
<td>4</td>
<td>Job security</td>
<td>Job security</td>
</tr>
<tr>
<td>5</td>
<td>Good wages</td>
<td>Good wages</td>
</tr>
<tr>
<td>6</td>
<td>Interesting work</td>
<td>Promotion and growth in the organization</td>
</tr>
<tr>
<td>7</td>
<td>Promotion and growth in the organization</td>
<td>Good working conditions</td>
</tr>
<tr>
<td>8</td>
<td>Personal loyalty to employees</td>
<td>Personal loyalty to employees</td>
</tr>
<tr>
<td>9</td>
<td>Good working conditions</td>
<td>Tactful discipline</td>
</tr>
<tr>
<td>10</td>
<td>Tactful discipline</td>
<td>Sympathetic help with personal problems</td>
</tr>
</tbody>
</table>

Table 1: The comparison of employees' top ten preferences about "job reward" factors and how the supervisors believe they had ranked it. Adopted from Kovach's study (Kovach, 1995).

Thirdly, the motivational priorities in public service and private sector do not match. Public sector employment might seem desirable for stability, tenure, etc. while private sector employment could be a better option for higher salary and bonuses. A local comparative research, although it cannot be generalized, found that the top motivational factor for the public service supervisors is appreciation of work done while salary has the top position for same level private sector supervisors (Çakal, Ünsar, & Oğuzhan, 2011).
In sum, there is a huge list of motivational factors but we cannot reach a single clear one-fit-for-all model for motivation which simply leads us to better work performance. Even using with all those factors mentioned theoretically and those proven empirically, there are still gaps since there are many variables (i.e., gender, age, hierarchical position, etc.) and the combination of those variables makes the situation harder while searching for a single model for motivation and better performance.

Performance

Pollitt and Bouckaert define performance as “having more features of a particular (desired and ideal) system” while suggesting this definition as one of the four level of a performance analysis (Pollitt & Bouckaert, 2000). According to that definition, this is a level that performance can be analyzed as a shift to an ideal state. To illustrate that definition, it has been assumed that a more market-oriented system should perform better to that direction and the shift, in this context, can be considered as a performance indicator. The other levels that performance can be analyzed at are: (i) better input/output/effect relationships, (ii) better processes, and (iii) better structures and cultures (Bouckaert, 2001; Pollitt & Bouckaert, 2000).

Although it is hard to measure performance especially on public sector since most of the outcome is “service oriented” (Stein, 1986), there is abundant empirical research about the relationship of performance with factors such as (i) motivation (Usta, 2006) (Yildiz S., Savci G., & Kapu H., 2014), (ii) organizational commitment (Özutku, 2008), (iii) perceived
organizational justice (Altas & Cekmecelioglu, 2015) (Sokmen, Bilsel, & Erbil, 2013), (iv) person-organization fit (Ocel, 2013), etc.

Those empirical researches suggest;

- Better motivation results in a better performance (Usta, 2006),
- Higher organizational commitment increases performance (Ozutku, 2008),
- Performance increases as the employees perceive that the level of organizational justice is high (Altas & Cekmecelioglu, 2015; Sokmen et al., 2013), and
- A better person-organization fit increases performance (Ocel, 2013).

**Job Satisfaction**

Locke argues satisfaction as a value response, that “a form in which an individual experiences his appraisal of an object or situation against the standard of what he considers good or beneficial” (Locke, 1969). He, in another study, suggests that satisfaction (as a value) differs according to (i) content (what is wanted) and (ii) intensity (how much is wanted), (iii) and there is a degree for the importance of individual’s value hierarchy (Locke, 1970).

**Organizational Commitment**

Organizational commitment is defined as “the strength of an individual’s identification with and involvement in a particular organization” and “generally characterized by at least three
factors: (i) a strong belief in and acceptance of the organization's goals and values, (ii) a willingness to exert considerable effort on behalf of the organization; (iii) a definite desire to maintain organizational membership" (Porter, Steers, Mowday, & Boulian, 1974). Allen and Meyer described those three dimensions as (i) affective, (ii) normative, and (iii) continuance commitment (Allen & Meyer, 1990; Vandenabeele, 2009) which have been widely accepted in related research later on.

Terminology of Figures

Vensim³ is used to visualize the dynamic relationships among motivation, work performance, organizational commitment, and job satisfaction. Please see Table 2 below for the explanation of the figures used in this study.

Table 2: Terminology of Figures Used. Adopted from Sterman (Sterman, 2000).

³ http://vensim.com/ Also, the application can be found in the CD-Rom of Sterman's book (Sterman, 2000).
Chapter-3: Development of the Literature Model

While developing our model, we have examined many of the empirical data related to motivation, work performance, organizational commitment, and job satisfaction. We combined all those empirical data in one dynamic model and organized it further.

The main factors focused in our study that having a dynamic relationship:

✓ Motivation,
✓ Work Performance,
✓ Organizational commitment,
✓ Job satisfaction.

Please see *Figure 1* below for the dynamic relationship among motivation, work performance, organizational commitment, and job satisfaction (Çakar & Ceylan, 2005; Çelen, Teke, & Cihangiroğlu, 2013; Emhan, Mengenci, & Uryan, 2012; Özutku, 2008; Usta, 2006; Yilmaz & Dil, 2008).
The empirical data in the literature about the independent variables, their operating conditions and outcomes related with them are stated below:

✓ Motivation:

➢ Transformational leadership qualities (subscales of “being visionary” and “being a role model” tested in this specific empirical research) in a leader increases motivation level of the team (Mayatürk Akyol, Nişancı, & Özmutf, 2013). Another research says that there is a positive relationship between transformational leadership and motivation (Uluköy, Kılıç, & Bozkaya, 2014),

➢ Financial incentives, appropriate remuneration (salary), and in-service training (tie) are top 3 motivational factors to increase motivation (Fabusoro et al, 2008),
>
> Motivation (specifically subscales of “relationships with supervisor” and “team spirit” factors tested) increases when the quality of work life increases (Memiş, Hoşgör, Boz, Gün, & Hoşgör, 2015),
>
> If the decisions are taken in a “participative decision making” environment, it increases motivation among employees (Bakan & Büyükbeşe, 2008). Another empirical research found that if supervisors ask and care about employees’ opinions (have them heard), the motivation towards work is ensured (Usta, 2006),
>
> Organizational justice has positive impact on motivation (three types of organizational justice (distributive justice, procedural justice and interactional justice) were tested and all three types have positive effect) (Sökmen et al., 2013).

Please see Figure 2 below for the relationship between motivation and the independent variables that have influence on motivation.
Figure 2: The Relationship between Motivation and the Independent Variables that Have Influence on Motivation

- Work Performance:
  - Work performance increases as motivation to work increases (Usta, 2006),
  - The motivational language used by managers/supervisors have a positive effect on performance (performance perceptions of employees towards themselves tested, specifically) (Mert, 2011),
Participative decision making will increase the desire of employees towards a better job at their work (in other words, increases the desire to boost their performance) (Bakan & Büyükeş, 2008),

A better organizational climate (more leader's support, more collaboration in work group, less conflict and ambiguity, better professional and organizational spirit, higher perception about importance of work done, and higher mutual trust mentioned) ensures a better work psychology; which will result in a better performance (performance is not tested directly in this research but the author mentions about the positive relationship between work psychology and work performance in the conclusion section of the paper) (Uysal & Aydemir, 2014),

Perception of organizational justice has a positive effect on work performance (Sökmen et al., 2013),

Person-organization fit has a positive and meaningful relationship with performance (contextual performance is tested in this research) (Öcel, 2013),

Organizational commitment has a positive relationship with work performance (Özutku, 2008),

Perceived organizational prestige and organizational identity strength has a positive and meaningful relationship with performance (contextual performance is tested in this research) (Öcel, 2013).

Please see Figure 3 below for the relationship between work performance and the independent variables that have influence on work performance.
Organizational commitment:

(Subscale of “affective commitment”, which is the strongest subscale to explain organizational commitment, was tested in the researches below)

➢ Work motivation (participation and work commitment variables tested, specifically) increases organizational commitment (Çakar & Ceylan, 2005),

Figure 3: The Relationship between Work Performance and the Independent Variables that Have Influence on Work Performance
Organizational identity strength, person-organization fit, and perceived organizational prestige have a meaningful and positive relationship with organizational commitment (Öcel, 2013),

Service orientation has a positive relationship with organizational commitment (Eren, Ayas, Eren, & Akyüz, 2015),

The level of ethical leadership behavior influences organizational commitment in a positive way (Özdaşlı & Akin, 2013). Ethical leadership behavior is the main predictor (and job satisfaction is the mediating variable) on organizational commitment (Madenoğlu, Uysal, Sarier, & Banoğlu, 2014),

Organizational justice (focused on different subscales, especially subscales of distributive justice and procedural justice have positive effects) influences organizational commitment positively (Akgündüz Y. & Güzel T., 2014; Bağcı Z., 2013). It has been found in another research that employees' perception of justice have a positive influence on organizational commitment (Mete & Aksoy, 2015). There is a meaningful and positive relationship between the variables of organizational justice and organizational commitment (Cihangiroğlu, 2011),

Organizational trust has a positive influence on organizational commitment (Akgündüz Y. & Güzel T., 2014). Organizational trust and organizational commitment has a positive relationship (in terms of perception of organizational justice) (Mete & Aksoy, 2015),

The relationship between job satisfaction and organizational commitment is statistically meaningful - there is a positive and linear relationship between
job satisfaction and organizational commitment (Emhan et al., 2012). Higher job satisfaction results in a higher organizational commitment (subscale of normative commitment) and there is a positive relationship between job satisfaction and organizational commitment (subscale of continuance commitment) (Akar & Yıldırım, 2008),

- Employee participation has a mediating effect between job satisfaction and organizational commitment (Emhan et al., 2012),

- Role conflict and role ambiguity influence organizational commitment in a negative way (there is a direct and negative relationship between (i) role conflict & role ambiguity and (ii) organizational commitment) (Börk & Adığüzel, 2015),

- Structural empowerment increases psychological empowerment; and psychological empowerment has a direct and positive influence on organizational commitment (Tolay, Sürgevil, & Topoyan, 2012),

- There is a positive and meaningful relationship between the level of “being a learning organization” and the organizational commitment (in other words, the efforts of an organization towards being a learning organization increases the organizational commitment in that organization) (Turan, Karadağ, & Bektaş, 2011),

- Organizational climate (focused specifically on scales of trust-respect, leader’s attitude, being satisfied, and perception of communication & support) have a direct influence on organizational commitment (Uysal, 2013),
➢ Participative decision making increases organizational commitment (Bakan & Büyükbeşe, 2008).

➢ Professional incentives have a meaningful influence on organizational commitment (Cihangiroğlu & Uzuntarla, 2015).

➢ Increasing organizational commitment plays an important role on reduction of organizational conflict (Kavacık, Baltacı, & Yıldız, 2013).

➢ Organizational culture has a positive and strong relationship between organizational commitment (Gülova & Demirsoy, 2012).

➢ Organizational commitment increases as a result of work-life balance (Korkmaz & Erdoğan, 2014).

➢ Leader-member exchange have a positive influence on organizational commitment (Göksel & Aydintan, 2012).

➢ Transformational leadership has a statistically meaningful influence on organizational commitment (Akbolat, Işık, & Yılmaz, 2013).

Please see Figure 4 below for the relationship between organizational commitment and the independent variables that have influence on organizational commitment.
Job satisfaction:

- Perception of justice (both procedural and distributive justice) affects job satisfaction in a positive way (Altaş & Çekmecelioğlu, 2015). There is strong and positive relationship between organizational justice and job satisfaction (Işcan & Sayın, 2010).
Organizational commitment (affective and normative commitment) has a positive relationship with job satisfaction (Çelen et al., 2013; Yılmaz & Dil, 2008).

Role ambiguity and role conflict have a negative influence on job satisfaction (Akar & Yıldırım, 2008; Börk & Adıgüzel, 2015).

Service orientation has a positive relationship with job satisfaction (Eren et al., 2015).

Clear organizational goals and good relationships between supervisors & employees at work environment increase job satisfaction. If employees have equal rights, job satisfaction increases (Bölükbaşı & Yıldırın, 2009).

Trust in leader and job satisfaction have a meaningful and positive relationship (Koç & Yazıcıoğlu, 2011).

Either pecuniary rewards or conferment being given to successful or important actions have positive results on increasing job satisfaction (Tolay et al., 2012).

There is a positive relationship between clear organizational structure and job satisfaction (Doğan & Üngüren, 2012).

Work ethics affects job satisfaction positively and in a high degree (Seyrek & Cengiz, 2014).

Structural empowerment has a direct, positive and strong influence on psychological empowerment. And psychological empowerment have a direct and positive influence on job satisfaction (Tolay et al., 2012).
➤ Job satisfaction and employee participation have a positive relationship. Besides, employee participation has a mediating effect between job satisfaction and organizational commitment (Emhan et al., 2012),

➤ Job satisfaction has a positive relationship with organizational commitment (Akar & Yıldırım, 2008; Emhan et al., 2012; İşcan & Sayın, 2010),

➤ Job satisfaction have a positive relationship with organizational trust (İşcan & Sayın, 2010).

Please see Figure 5 below for the relationship between job satisfaction and the independent variables that have influence on job satisfaction.
As the final step we combine all of those four main factors having dynamic relationship (motivation, work performance, organizational commitment, and job satisfaction), the independent variables and the nodes among them.

Please see Figure 6 below for the combined model of all four main variables in our model.
Figure 6: The Combined Literature Model; the Dynamic Relationship between Motivation, Organizational Commitment, Job Satisfaction, Work Performance, and the Independent Variables Having Influence on Them

Here in this model, you can see (i) Motivation, Work Performance, Organizational Commitment, and Job Satisfaction (shown in bold), (ii) their contributors and (iii) the dynamic relationship amongst all.
The arrows show the relationship between the contributor and our research subjects. Arrows with "+" sign means that the relationship is positive. Arrows with "-" sign means that the relationship is negative.

We omitted the variables such as "turnover intent" and "absenteeism" since those are the independent variables that being affected (i.e. those are the behaviors that appear with low motivation), not a contributor in the model.
Chapter-4: Simplified Literature Model

For the first step, we determined the “major contributors” effecting more than one variable at the same time; such as Participative Decision Making, Perception of Justice, Service Orientation, and Person-Organization Fit.

For the second step, we classified the independent variables according to related research (i.e. (i) to be a subscale of, (ii) what it refers to, or (iii) being related to each other), or personal experience. Our three new major contributors (grouped contributors affecting more than one positive organizational behavior) are shown below:

1. **Organizational Climate:**

   Organizational Climate is the most influential contributor in this dynamic structure. It consists of 27 independent variables and it has influence on Motivation, Work Performance, Organizational Commitment, and Job Satisfaction at the same time.

   - Grouped independent variables:
     - Collaboration
     - Superior and Colleague Support
     - Friendship Environment
     - Mutual Trust between Supervisor and Employee
     - Professional and Organizational Spirit
     - Conflicts and Ambiguity (have a negative effect)
     - Good Relationships between Supervisors and Employee
     - Trust in Leader
     - Clear Organizational Goals
➤ Organizational Courage
➤ Clear Organizational Structure
➤ Performance/Work Pressure
➤ Structural Empowerment
➤ Psychological Empowerment (also grouped in Leader's Attitude)
➤ Role Conflict (have a negative effect)
➤ Role Ambiguity (have a negative effect)
➤ Employee Participation
➤ Organizational Trust
➤ Perceived Organizational Prestige
➤ Organizational Identity Strength
➤ Learning Organization
➤ Trust-Respect (among members)
➤ Communication
➤ Leader-Member Exchange (also grouped in Leader's Attitude)
➤ Organizational Conflict (have a negative effect)
➤ Work-Life Balance
➤ Work-Life Quality

2. **Leader's Attitude:**

Leader/Supervisor' Attitude is the second most important contributor after Organizational Climate. It affects Motivation, Work Performance, Organizational
Commitment, and Job Satisfaction at the same time (same dynamic relationship as Organizational Climate) and has 7 independent variables.

- Grouped independent variables:
  - Instrumental Leadership
  - Transactional Leadership
  - Transformational Leadership
  - Ethical Leadership
  - Motivational Language
  - Psychological Empowerment (also grouped in Organizational Climate)
  - Leader-Member Exchange (also grouped in Organizational Climate)

3. **Monetary Subjects & Conferments:**

This is a major contributor affecting 3 of our related issues; Motivation, Organizational Commitment, and Job Satisfaction with 4 independent variables.

- Grouped independent variables:
  - Wages and Salary,
  - Financial Incentives,
  - Professional Incentives,
  - Conferment.

We have the new simplified model after grouping the variables but having the relationships as of their grouped minor contributors remained. Please see *Figure 7* below.
In our simplified model, we have 7 major contributors and 5 minor contributors.

Major contributors (affecting more than one positive organizational behavior at the same time) are:

1. Organizational Climate:
2. Participative Decision Making,
3. Monetary Subjects & Conferments,
4. Person-Organization Fit,
5. Leader’s Attitude,
6. Perception of Justice,
7. Service Orientation.

Minor contributors (affecting one positive organizational behavior) are;

1. Perceived Importance of Work,
2. Work Psychology,
3. Ethical Values,
4. In-Service Training,
5. Work Ethics.

When we look at the simplified literature model above (Figure 7: Simplified Model of Dynamic Relationships between Motivation, Work Performance, Organizational Commitment, and Job Satisfaction), the contributor that has the biggest influence is Organizational Climate. This is the most effective contributor in literature model for not only consisting of 27 grouped minor contributors, but also (i) affecting all the four positive organizational behaviors at the same time and (ii) having a 'Reinforcing Loop' between Job Satisfaction.

Top second contributor is Participative Decision Making. It has influence on all the four positive organizational behaviors at the same time and it has positive influence on the top contributor of the model (Organizational Climate).
Top third contributor is Leader’s Attitude. It influences all the four positive organizational behaviors at the same time and it has positive impact on Perception of Justice, top fourth contributor.

Fourth biggest contributor is Perception of Justice. It has influence all the four positive organizational behaviors at the same time.

Fifth biggest contributor is Monetary Subjects & Conferments, having positive impact on three of the positive organizational behaviors; motivation, organizational commitment, and job satisfaction.

Service Orientation and Person-Organization Fit come next, having influence on two of the positive organizational behaviors. Service Orientation influences organizational commitment and job satisfaction while Person-Organization Fit influences work performance and organizational commitment.

Work Psychology (has an impact on work performance), In-Service Training (has an impact on motivation), Ethical Values (has an impact on organizational commitment), and Work Ethics (has an impact on work ethics) influences only one of the positive organizational behaviors. According to simplified literature model, Perceived Importance of Work has a positive impact on Work Psychology alongside with organizational commitment.
Chapter-5: Testing our model

Summary

While testing the literature model, nearly 6.5 hours of interviews were conducted with 24 members of the Organization X. Interviewees were selected from each different hierarchical level of the target section. We sought for answers about the contributors of motivation, work performance, organizational commitment, and job satisfaction; having either positive or negative influence. Please see

Table 3 below for the hierarchical levels and demographic information of the interviewees.

<table>
<thead>
<tr>
<th>Distribution of Hierarchical Levels</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section Leader</td>
<td>4</td>
</tr>
<tr>
<td>Fraction Leader</td>
<td>7</td>
</tr>
<tr>
<td>Team Leader</td>
<td>5</td>
</tr>
<tr>
<td>Team Member</td>
<td>8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Distribution of Age Groups</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>25-30</td>
<td>3</td>
</tr>
<tr>
<td>31-35</td>
<td>12</td>
</tr>
<tr>
<td>36-40</td>
<td>6</td>
</tr>
<tr>
<td>40+</td>
<td>3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Distribution of Experience</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>(in the specific type of section)</td>
<td></td>
</tr>
<tr>
<td>1-3</td>
<td>6</td>
</tr>
<tr>
<td>4-6</td>
<td>8</td>
</tr>
<tr>
<td>7-10</td>
<td>4</td>
</tr>
<tr>
<td>10+</td>
<td>6</td>
</tr>
</tbody>
</table>

*Table 3: Hierarchical Levels and Demographic Information of Interviewees*
Analysis of Findings

Interviewees mentioned about 10 contributor to have either positive or negative influence on motivation, work performance, organizational commitment, and job satisfaction. From conferment (as the top contributor) to monetary subjects (remuneration), they mentioned of 10 contributors but we had to show two of them separately because one of the contributors had two parts with different priorities. Interviewees believes that something should be given in return for what they are doing, but this contributor has two parts: conferment or money equivalence. All of the interviewees believe that there should be at least a verbal thank in return for their work while 37% believes that there should be monetary subjects about that. Please see

Table 4 below for the contributors mentioned and their priority levels arranged according to the percentage of interviewees mentioned.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Contributor</th>
<th>Percentage of Interviewees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Conferment</td>
<td>100%</td>
</tr>
<tr>
<td>2</td>
<td>Perceived Importance of Work</td>
<td>96%</td>
</tr>
<tr>
<td>3</td>
<td>Organizational Climate</td>
<td>91%</td>
</tr>
<tr>
<td>4</td>
<td>Leader's Attitude</td>
<td>79%</td>
</tr>
<tr>
<td>5</td>
<td>Role Conflicts &amp; Role Ambiguity</td>
<td>79%</td>
</tr>
<tr>
<td>6</td>
<td>Participative Decision Making</td>
<td>75%</td>
</tr>
<tr>
<td>7</td>
<td>Perception of Justice</td>
<td>75%</td>
</tr>
<tr>
<td>8</td>
<td>Perceived Organizational Prestige</td>
<td>71%</td>
</tr>
<tr>
<td>9</td>
<td>Person-Organization Fit</td>
<td>62%</td>
</tr>
<tr>
<td>10</td>
<td>The Level of Competency</td>
<td>59%</td>
</tr>
<tr>
<td>11</td>
<td>Monetary Subjects</td>
<td>37%</td>
</tr>
</tbody>
</table>

*Table 4: Contributors and Percentage of Being Mentioned*
91% of the interviewees mentioned 'friendship environment, collaboration, good relationships among colleagues -- both superiors and subordinates (if applicable) --, and good communication in the organization' as the positive contributors. And those people who mentioned to this variable, they mentioned it as one of the top contributors.

In general, people compare the type of relationship of this specific section with the other sections of the Organization X and assert that friendship environment and good relationships were much better in our target type of section. Some of our interviewees are working in different sections now, but we asked about the years that they served in the type of section that we focus in our research. Those people make this comparison more decisively, by saying that they cannot find that kind of friendship environment in their current sections. One of the senior team leaders says "The most effective factor increasing my motivation, performance, and organizational commitment was the special kind of friendship and the collaboration-cooperation pertinent to that section. I cannot find it in my current section. Since we were on the frontline of this whole organization dealing with safety, we were truly feeling the unity of faith there and I think it was a great factor for that type wonderful high-level friendship environment. It was the most motivating thing -- the hardship level of the tasks we were conducting was never important..."

Another team leader says that the amity and sincere environment was much better according to other types of sections. A team member, serving in this type of section for 18 years, says that the most important thing is the
collaboration-cooperation of the team specifically; adding that the team members may not feel the nice environment in the entire section (he meant by saying that: the climate in the team, as the sub unit of the section, is something that people can feel more since people are more close to each other because of being a smaller division). He believes that the environment of the team, as one of the divisions of the section, is more important for the team members. He says that this is one of the top positive factors especially during the executing of the tasks for the safety. He says: "My best leaders were those who were trying to settle such an environment for us. He valued the experience of us and we were all feeling that we were moving towards the one and single goal. Those leaders were creating this environment, teaching us what to do to maintain it, and they were also trying to eliminate the factors against that climate."

✓ One of the fraction leaders says that it was a great motivation for him to be aware of he can always find someone to communicate when he had some problems. He says that someone in the section (either supervisor or peers) would always ask about the problem if he seemed unhappy. It was an effective factor for him about organizational commitment and motivation.

➢ "Leader's Attitude" was mentioned by 79% the interviewees (the term "leader" addresses all types of leaders in the target section; i.e. team leader, fraction leader, section leader, etc.). Those interviewees who mentioned about the importance of leader, in overall, say that the approach of leader can be either a positive contributor
or negative contributor according to the type of approach. Interviewees count (i) leader's being like a father or a friend that you can tell all of your problems comfortably, (ii) leader's efforts to solve your individual problems, and (iii) leader's warm and sincere efforts to follow up your daily life closely which makes you feel him like someone from your family, as the specifications of an approach for a positive contributor.

✓ One of the team members that served in that type of section for 5 years says

"I can comfortably say that the most important factor that motivates me better was the mutual relationship with my leaders. I was always well motivated while I was working with those types of leaders that having better relationships with us. All hierarchical levels included. It doesn't necessarily mean that discipline would fade, we were really disciplined too. But, we were like a family with those leaders, and I still talk with them on the phone even now. I was convinced that they were truly working on solving our problems and making our conditions better, so I was able to focus on my job only. Those years were amazingly beautiful."

✓ Another team member says that the leader's efforts to make them like the job they did was a nice motivating factor—he says they were doing the jobs one way or another, but they were better motivated if they really liked the job they were doing especially some special kind of in-service trainings. He adds that their impression from the leader that 'my people should spend their efforts when truly needed' was something that they were very well motivated on the job itself. He, as an example, says "We were waiting a lot in the line
during some of the special training sessions because those special tracks of training would not enough for all of the sections at the same time. That was really annoying and our motivation level was dropping. But not all the leaders did the same thing; we were much more motivated for that special training while other leaders (means other leaders assigned as their supervisors before or after that leader) were planning our training time in a better way. They were taking us to the training track right on time and we were really aware of when to focus on; feeling like 'we should spend all of our energy now!' Same thing was happening during execution of other tasks. If we didn't spend our energy in unneeded things rather than the task itself, then we were aware of 'when' to spend our entire energy."

✓ According to interviewees, some of the small things for leaders usually have big meaning for the subordinates. One of the fraction leaders says he was very happy when he received a box written his name on it while conducting a task for security. He says that the things inside was very cheap indeed, but it was priceless for him at that time, and adds "I was remembered! The most important this is this kind of nice communication environment in my section..." Another fraction leader says that 'the feeling of being forgotten during long term tasks' is terrible. Even some of the high level leaders' standing at the gate while returning from tasks and saying 'welcome!' means a lot for the interviewees.

✓ A fraction leader says that his superiors' being reachable and their 'open door policy' (he means that if he can reach to his leaders when needed, and if
the leaders would give you the impression that you can knock the door whenever you need) would be the best thing for you; knowing someone is always there for your problems about the work/daily life/family/etc.

✓ Another fraction leader recalls his first year in the section: "My leader was so instructive and his approach was like a teacher. I was observing that he was also doing himself what he wants from me (he means that his leader was asking for those things that he is already putting into practice –i.e. a leader expecting from his subordinates to have enough of athletic standards should first have enough athletic standards first. Or a leader asks for implementing a task from his subordinates should also do that task at least partially to be able to truly know what he wants). He was patient and would always allow some time for my learning. I learnt a lot during that time, even from some of my failures. I was well motivated. I didn’t have the same approach from my other leader during my second year."

➢ Another factor mentioned for having high influence (but a negative relationship) on motivation, work performance, organizational commitment, and job satisfaction is 'role ambiguity and role conflict'. 79% of the interviewees mentioned of it. Interviewees complain that 'job definition' of the section is not so clear sometimes. According to them, some of those tasks not directly related with the job definition make them less motivated. The level of training for the different types of tasks also another issue to decrease the level of motivation.
They feel like this type of section is a ‘specially designed section’ for executing more important tasks, but they sometimes execute unnecessary tasks too. One of the fraction leaders recalls: "Planners of the security tasks were sometimes designing unnecessary tasks for us. You know, they sometimes design something ‘perfunctory’. We weren’t well motivated since getting the impression that the task we execute is not really an important one. Moreover, if those planners or hierarchically very high level leaders didn’t know about what we were really doing, we were feeling like the tasks are not being planned thoroughly and it was a negative thing for us." (Upon asking, he gives more details further on: he means that some of the very high officials did not participate in the tasks being executed but they were participated in the planning sessions. He feels like if the leader is not involved what they are doing; then, he wouldn’t truly understand what the task really means).

A team leader says that it is not good for doing other unnecessary tasks and it distracts them focusing on their real job.

A section leader tells about his section: "Sometimes it is not so clear what we are doing -we execute tasks according to the changing environment in the country. But legal procedures and low level trainings of my men about those constantly changing tasks decrease our level of motivation."

A team leader recalls: "Our section was sometimes being used as a substitute of other type of section for executing another task related to them although our real job was not doing that. It was terrible –to learn everything from scratch!"
Interviewees talk about their participation in leader's decisions about the section/fraction/team as a very important factor on motivating them in a better way. Participative Decision Making was mentioned by 75% of the interviewees. One of the fraction leaders says: "The first thing to motivate me is my leaders' asking about my opinion. At least asking, it doesn't matter they listen or not. Since it is something related with me to some extent, their asking is always very valuable for me."

Another fraction leader says that he was feeling as if he was a really important member of the entire organization when asked about his opinions, and adds: "I was truly accepting that decision, although my idea wouldn't be a part of the decision. I was always feeling like I had a share in that decision when I was asked, whatever the decision would be at the end. It was a really high motivation for me while executing that task."

A section leader complains about section leaders' opinions are not so important in the current reward-punishment system. He says that section leaders should be more effective in the decisions about the incompetency of the members in the section. He says that nobody can know his section better than him, so he should be asked while renewing their contract or not. According to him, section leaders fill the necessary forms about a team member's incompetency but it is up to the higher level officials to renew the contract or not. He says: "It is decreasing the overall motivation in the entire section when we have someone incompetent. I spend a lot of time for a few incompetent guys and that makes it hard for me to focus on my real tasks – executing security tasks. It would be great if my opinions would have more
Another important factor according to interviewees is 'justice' (this refers to the justice in decisions, behaviors, and non-monetary rewards in the organization. Monetary dimensions of pay for performance will be mentioned as another part of this analysis below). Perception of Justice was mentioned by 66% of the interviewees. They, in overall, say that their perception of serving in a fair environment with fair decisions taken by the leaders helps a lot for their better motivation, performance, and organizational commitment. They perceive 'justice' as 'being equal in the organization according to your capabilities and work performance'. According to them, this is not only about rewards (either monetary or even a verbal conferment) after executing a task very well, but also about the possible punishment after a failure –they expect clear outlines and fair judgments from leaders. When asked “What does motivate you the most?” one of the fraction leaders says: "Justice. The most important thing for me is seeing a person's getting what he/she deserves; either positive or negative. There should be a return for whatever you do. And I consider this return as a two sided fair treatment: a positive return for hard workers, and a negative return for those who does not accomplish their tasks." A section leader says he feels much better when he knows that his leaders behave fairly among his peers. When asked to give more details of this, he says: "It can vary from selection of people about rewards to assigning people to
different types of tasks. I should trust my leader that his decisions are 100% fair -- at least I should believe he always tries to be--. In order to be better motivated, I should feel the justice in every single decision of my superior. Fairness of the decision system should not change according to the changing factors -- I should get what is determined for me and it should be adjusted to the changing factors."

> Interviewees believe that there should be something in return of what they are doing. All of the interviewees (100%) mentioned conferment while some of them mentioned monetary issues (wages, bonuses, etc.). Monetary issues were mentioned by 37% of the interviewees. The appreciation of work done is very important according to interview data. A fraction leader says that one of the top factors increasing his motivation and performance is the appreciation of the work he accomplishes. He says: "... Even a 'thank you'. That makes me feel better and increases my performance in further tasks".

✓ "Being remembered is very important in my dictionary" says a section leader. And adds: "Someone should notice what I am doing here. Otherwise, I feel like as if I am being forgotten and that definitely affects my motivation."

✓ One of the fraction leader puts 'his being aware that he is doing the right thing' to the top place as leads him to his highest performance. He says: "If I get the impression from my superiors and subordinates that I am doing something in the right way, then it is the most important thing for me."

✓ As for monetary issues, some of the interviewees believe that a higher payment comparing to the other types of sections is needed because the
tasks they execute are harder than the tasks of other types of sections. Some of the interviewees say extra bonuses and rewards are a good source of motivation; adding that it is not a top priority. One of the team leaders says “We are currently being paid better than the other types of sections and it is a good thing. Besides, we are given extra rewards more. Not a top priority but it is another positive factor that makes me and some of my peers more committed to our section. We are being paid of what we deserve since we are assigned harder tasks.” A fraction leader says that extra bonuses they receive can be good but it cannot be even compared to the spiritual pleasure of being a member of his section.

62% of the interviewees mentioned of Person-Organization Fit. Four of our interviewees (three fraction leaders and one team leader) said that working in this type of section itself is the highest motivation source for them. As of the literature variable of Person-Organization Fit, an analysis of their answers is very important: One of the fraction leaders says that he is highly motivated since this is exactly what he wanted from the beginning of his joining to the organization. “As you know,” he adds, “I always wanted to do this. So my being a part of this family is enough for all of those motivation, performance and commitment things.”

Second fraction leader says that being such a section is so special and it is much better if someone attends here with inner motives like him. According to him, his character fits perfect with the tasks they execute: he can be a part
of the planning of the tasks—which makes him feel like a real part of the
game—and he can feel being independent.

✓ The last fraction leader to be considered a good match for person-
organization fit says that his best motivation source is 'lofty purpose' of this
section. As of being part of an organization about the security of the country,
he says that he has a strong inner motivation and he believes that they all
should have a highly inner motivation. He says: "Consciousness of mission,
feeling of responsibility and inner motivation are our biggest assets on this
track—that's what makes me and other people truly motivated here. Otherwise,
there is no proportionate monetary remuneration of what I am doing—I am
risking my life! Who can compensate this? Indeed, when I sit down and think for
a while, I see that I am doing this just because of my feeling of responsibility; to
my family, to my country.... This also pushes me to execute the tasks in the best
way I can, no matter if my superior inspects or not. It is my own responsibility
to do it in the best way. "

✓ The team leader that we analyzed his interview in this context says that his
only motivation is 'country and nation'. He says that he is pretty well
motivated for just being a member of his section, but he can be well
motivated in other types of sections as well because of this feeling—he says
that his being in the organization is the one and the most powerful
motivation factor since the organization serves for the security of the country
which is very important for him.
"Perceived Importance of Work" is also very important according to interviewees; 96% mentioned of it. According to those who mentioned about it, they are well motivated since they are aware of the importance of work they are doing. To them, the security of the country is one of the top priorities in the country’s well-being, so they feel motivated upon working for this purpose. In our analysis, we see that all of the interviewees with inner motivation (that considered in the factor of person-organization fit) believe that the job they are doing is very important. Beyond that, some of the interviewers also mentioned about the specific tasks and they say they are much better motivated in case they were being told that a specific task is directly focused on their target (as mentioned above, not all the tasks are target-driven in this type of section). One of the team members recalls: “if we knew that the task we were given was very important, then it was really motivating for us. Our leaders would tell us sometimes that we were conducting a task upon a 100% true intelligence (he means that the enemy is somewhere there and they knew that at the beginning of the task), that was the highest level of motivation for me. We knew what to do, we had a goal to focus on...”

The overall competency of the colleagues is a positive factor for better motivation, and sometimes, even a few incompetent members might have a negative influence. 79% of the interviewees mentioned of this variable. Most of the interviewees mentioned about this issue as a positive variable said that they had the feeling that they were serving in a truly ‘specially designed’ section. In overall, they said (especially by comparing to other types of sections) that (i) almost everyone in the
section knew what to do, (ii) they were highly task-oriented, and (iii) unnecessary tasks are not that high in numbers although having sometimes. A section leader says: "Nice leaders, I mean well-educated and having intellectual ability, practical (he explains further on: mostly task oriented and taking 'fast but good' decisions), high quality decisions... This was a positive thing for me. And the opposite was negative..."

Some of the section leaders complained that the contract renewal process of the incompetent members is inefficient, so dealing with incompetent members (although being less in numbers) is a time consuming and unnecessary effort for them. According to them, the selection process could be better for selecting better members at the very beginning and the contract renewal system should be more efficient.

- **Perceived Organizational Prestige** is also one of the top variables mentioned by interviewees, mentioned by 71% of the interviewees. The variables they mentioned (mostly by comparing with other types of sections) for being a positive factor of motivation and related to organizational prestige are; (i) knowing that being in a specially designed section, (ii) better equipments, (iii) better logistics system, (iv) more important tasks, (v) conducting tasks with a more independent approach, (vi) special kind of uniform which is different from other types of sections, (vii) knowing that your organization provide some perks (because of being a prestigious organization) especially for your family which makes you focus on your job only, and (viii) having more priority for being selected for some kind of monetary rewards. All of those independent variables are related with organizational prestige.
According to interviewees, there is a positive relationship among motivation, work performance, organizational commitment, and job satisfaction at the same time. Almost all of interviewees believe that if one of them gets better, it affects all other variables positively. Those who believe in this, say, in general, there is a positive relationship among the others since "they all sounds like positive things" according to them (that’s what they said when asked). Please see Figure 8 below for the actual dynamic relationship among motivation, work performance, organizational commitment, and job satisfaction according to interview data.

Figure 8: The Actual Dynamic Relationship among Motivation, Work Performance, Organizational Commitment, and Job Satisfaction according to Interview Data
Interviewees mentioned about the independent variables of:

1. Leader's Attitude (having either positive or negative influence),
2. Organizational Climate (having positive influence),
3. Role Conflicts and Role Ambiguity (having negative influence),
4. Participative Decision Making (having positive influence),
5. Perception of Justice in the Organization (having positive influence),
6. Monetary Subjects & Conferments (having positive influence),
7. Person-Organization Fit (having positive influence),
8. Perceived Importance of Work (having positive influence),
9. Perceived Organizational Prestige (having positive influence),
10. The Level of Competency of the Members of the Organization (a new independent variable, not mentioned in the simplified literature model, and it has either positive or negative influence).

When we combine the independent variables influencing that structure above (Figure 8), we have the actual model-in-use; please see Figure 9 below for the actual model-in-use within the section our research focused on (since the interviewees believe that motivation, work performance, organizational commitment, and job satisfaction have positive relationships among themselves, we model all those four positive organizational behaviors as one variable (as a structure of what is shown in Figure 8) and each of the independent variables influences that structure.
Figure 9: Actual Model-In-Use within the Section
Chapter-6: Discussion

The major difference between literature model (Figure 7: Simplified Model of Dynamic Relationships between Motivation, Work Performance, Organizational Commitment, and Job Satisfaction) and actual model-in-use within the Section (Figure 9: Actual Model-In-Use within the Section) is the relationship among positive organizational behaviors. The perception of interviewees is that each of them related to the others and has positive impact on the rest of the positive organizational behaviors. The reason of this difference could be (i) there is no research in literature that examines the relationship among all those positive organizational behaviors at the same time, so combined literature model may not be able to tell the real relationship among all, or (ii) interviewees’ perceptions of all those behaviors could be biased since all of those behaviors “sounds positive (according to interview data)” to them.

- Leader’s Attitude,
- Organizational Climate,
- Participative Decision Making,
- Perception of Justice in the Organization,
- Monetary Subjects & Conferments, and
- Person-Organization Fit; are among those independent variables of actual model and they are among the major contributors in the literature model as well. There isn’t such an independent variable of Service Orientation (the other major contributor in the literature model) in the actual model.
Role Conflicts, Role Ambiguity, and Perceived Organizational Prestige were grouped under Organizational Climate in the literature model. But they exist separately in the actual model. Role conflicts and role ambiguity were mentioned together in the actual model while they were grouped as different independent variables under Organizational Climate in the literature model.

Perceived Importance of Work is literature model’s only minor contributor which exists in the actual model. The rest of the minor contributors shown in the literature model (Work Psychology, Ethical Values, In-Service Training, and Works Ethics) do not exist in the actual model.

Last but not least, The Level of Competency of the Members of the Organization arises as a new independent variable in the actual model (having either positive or negative influence). This extra independent variable’s being different from literature model could be because of this section is a certain type of section and cannot be generalized (it could be a variable pertinent to this type of section only).
Chapter-7: Recommendations

- Leader's Attitude: A leader's treating to his people like someone from his/her own family is very important. It helps a lot to motivate people talking to them like a friend/father, ask about their daily life, etc. and deal with their problems with a sincere effort. Some may argue that this kind of relationship might disrupt discipline. It is the leader's mission to balance those two attitudes at the same time. A leader should be like a teacher, and blaming does not help for progressing. A leader's warnings should be constructive.

- Organizational Climate: Both literature model and actual model tell us about the importance of cooperation, collaboration, and tranquility in the organization. Rivalry and conflicts among organization members is a negative factor for motivation. Being like a family and moving towards to the same goal is the other aspect of a nice organizational climate. Leaders in an organization should try to (i) create such an environment, (ii) teach the members of the organization about the positive attributes of such an environment, and (iii) eliminate those factors that disrupting such an environment, if any.

- Participative Decision Making: We understand that the members accept the decision of the leader just like their own decision if they are asked about their opinions. So, leaders should always keep an eye on implementing this variable since this is one of the most powerful columns of positive organizational behaviors. Leaders should feel
like it is one of the important responsibilities in the organization while making a decision.

- **Perception of Justice**: Recommendations about perception of justice has two sides: for the organization and for the leaders. An organization should try to (i) determine the boundaries of fair treatments to the members, what actions to be done, and implement them meticulously, (ii) treat its members fairly and make them know about that (in terms of monetary and non-monetary aspects; related to their performance, capabilities, etc.); so that they wouldn't think that their organization doesn't give what they deserve, and (iii) create a system that continuously updating itself in terms of adapting the changing environment. Leaders should (i) be aware of those three aspects of a fair treatment mentioned above, (ii) implement them in their own team/fraction/section/etc. and (iii) be the bridge as a conjunctive point of this system, between his members and the organization as a whole.

- **Monetary Subjects & Conferments**: Acknowledgement, conferment and non-monetary rewards are indispensable and more important monetary issues. This is something related with *Leader's Attitude* and *Organizational Climate* at the same time. Wages, incentives, bonuses, etc. should be proportionate to the (i) work being done, (ii) performance, and (iii) capabilities. These issues are also related with
Perception of Justice. We know that conferment and recognition is more effective than money in many cases (Bock, 2015).4

- Person-Organization Fit: Personnel procurement process can be more effective to avoid from possible mistakes falling into this portion. Also, switching from one type of section to the other should be easier, in case of a later stage of realizing person and requirements of type of section do not match.

- Role Conflicts and Role Ambiguity: Job definitions should be clearer. People intuitively want to work in the way their organization is designed, and they want to do that they know the best. So, higher officials of the organizations should make the boundaries more clear. In case there is no other option than assigning a section to a task that they are not designed for, then more training should be available and enough time should be given for the members to adapt into the new task environment.

- Perceived Organizational Prestige: It not only influences positive organizational behaviors among the members, but also can be related with The Level of Competency of the Members (the higher Organizational Prestige, the more new members would apply to join the organization; which would increase the overall level of capability of the members selected to join the organization). So, Organizational Prestige should

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be increased for both better positive organizational behaviors and possibly higher level of the overall competency of the members.

- **Perceived Importance of Work:** The members' being persuaded about the importance of the work being done is crucial. Leaders at each level should focus on this issue. It can be repeated by an appropriate approach and different methods can be used (i.e. conferences, seminars, in-service trainings, etc. telling about the importance of the work being done).

- **The Level of Competency of the Members of the Organization:** The efficiency of personnel procurement process is the key element with this issue. Besides, first level leaders should be given more hearing on the contract renewal process (i.e. section leaders should have more influence on the contract renewal of the section members, since they know those members in the best way as they are the first level leaders.)

- **We should mention about continuous improvement as the final recommendation.** Setting up such an environment in an organization would not be enough and it should be a self-updating, data driven system. Small changes in the formatting of such a structure while conserving the core values mentioned above would be the final recommendation.
Chapter-8: Limitations and Future Research

Limitations

This research is limited to (i) the related research data that examined for the literature models, and (ii) the interview data of the personal perceptions and opinions of members of a certain type of section in Organization X. Also, the number of interviewees may not be enough for the verification of the whole model of literature although the interview data was used to prove the model “not to be wrong”.

Future Research

Future research could be broadened to different types of sections. Also, more research can be done about each of the ten independent variables to make more detailed recommendations.
Chapter-9: Conclusion

Both leaders and members are the components of an organization as a system. A shortcoming of even a small component in a system causes the system's not to operate properly. It is crucial for a system's being solid that (i) solidness of each component and each sub-system, (ii) the harmony of components and sub-systems among members of each category, and (iii) a collective contribution built on from every single component's contribution. Increasing the performance of each component would increase the collective contribution cumulatively which will result in a cumulative increase of the performance overall.

Main goal of this study is to understand what factors motivates people better and increase their (i) work performance, (ii) organizational commitment, and (iii) job satisfaction. For this purpose, this study is focused on the factors influencing motivation, work performance, organizational commitment, and job satisfaction. Although the previous research was abundant, there was no research directly focused on four of them at the same time. Moreover, there wasn't a single model to tell about how to increase the level of those focused four variables at the same time.

This study (i) combined the empirical data of the related literature to create a model, (ii) then simplified the combined model to create a simple testable literature model, and (iii) tested the simplified literature model. A certain type of section in Organization X was focused to test the model. The actual model-in-use created after conducting interviews with the members of that specific type of section. For the final step, the differences between
simplified literature model and actual model-in-use was discussed and recommendations were given.

After analysis of interview data, it has been found that there is a positive relationship among motivation, work performance, organizational commitment, and job satisfaction. And, a total of ten independent variables were determined after analysis of the related data. The nine of the independent variables in the actual model-in-use was matched with the independent variables of the simplified literature model. The actual model-in-use has a new independent variable. The verified variables are:

1. Leader's Attitude (having either positive or negative influence),
2. Organizational Climate,
3. Role Conflicts and Role Ambiguity (having negative influence),
4. Participative Decision Making,
5. Perception of Justice in the Organization,
6. Monetary Subjects & Conferments,
7. Person-Organization Fit,
8. Perceived Importance of Work,
9. Perceived Organizational Prestige,
10. The Level of Competency of the Members of the Organization (having either positive or negative influence).
References


