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**THE DOMINANCE OF INTRINSIC MOTIVATION TO EXTRINSIC  
MOTIVATION ON REDUCTION OF EMPLOYEE TURNOVER RATE**

*İŞGÜCÜ DEVİR ORANININ AZALTIKMASINDA İÇSEL MOTİVASYONUN DIŞSAL  
MOTİVASYONA DOMİNANTLIĞI*

**H. Tezcan UYSAL<sup>1</sup>**

**ABSTRACT**

The purpose of this study is to compare the functions of the internal and external motivation dimensions during the process of minimizing and eliminating the intention to leave factor, which causes an increased employee turnover rate in the organization, to identify the dominant motivation dimension that creates a negative effect on the intention to leave and present administrative suggestions that will improve the organizational atmosphere of the employees based on the results to be obtained. Based on this purpose, data was collected from 334 workers actively working in Zonguldak Province by survey method. As a result of the performed correlation and simple linear regression analyses, it was determined that there was a significant negative relationship between the intention to leave and motivation dimensions and that internal motivation explains 20% and external motivation explains 8% of the intention to leave. It was also determined that a 1-unit increase in internal motivation resulted in a decrease of 0.417 units on the intention to leave and a 1 unit increase in external motivation caused a decrease of 0.153 units in the intention to leave that the dominant dimension of motivation is the internal motivation in terms of effect of lowering the employee turnover rate. Upon examining the difference analyses, internal motivation was found to be higher among employees with work experience of 4 years or more, married employees, employees with high income and public-sector employees.

**Keywords:** Employee Turnover Rate, Intention to Leave, Internal Motivation, External Motivation, Organizational Atmosphere

**ÖZET**

Bu çalışmanın amacı; örgütlerde işgücü devir oranının artmasına neden olan işten ayrılma niyeti faktörünün azaltılarak elimine edilmesi sürecinde içsel ve dışsal motivasyon boyutlarının fonksiyonlarını karşılaştırarak, işten ayrılma niyeti üzerinde negatif etki yaratan dominant motivasyon boyutunu saptamak, elde edilecek sonuçlara bağlı olarak çalışanların örgüt atmosferini iyileştirecek yönetsel öneriler sunmaktır. Bu amaca bağlı olarak Zonguldak ilinde aktif olarak çalışan 334 işgörenden anket yöntemiyle veri elde edilmiştir. Gerçekleştirilen korelasyon ve basit doğrusal regresyon analizleri sonucunda; işten ayrılma niyeti ile motivasyon boyutları arasında negatif yönde anlamlı bir ilişki belirlenmiş ve işten ayrılma niyetindeki değişimin %20'sini içsel motivasyonun, %8'ini ise dışsal motivasyonun açıkladığı saptanmıştır.

<sup>1</sup> Lect., Dr., Bülent Ecevit University, Zonguldak Vocational School,  
Department of Management and Organization  
h.tezcanuysal@hotmail.com

Ayrıca, içsel motivasyondaki 1 birimlik artışın işten ayrılma niyeti üzerinde 0.417 birimlik bir azalışa, dışsal motivasyondaki 1 birimlik artışın ise işten ayrılma niyeti üzerinde 0.153 birimlik bir azalışa neden olduğu belirlenmiş ve işgücü devir oranının düşürülmesine etkisi açısından motivasyonun dominant boyutunu içsel motivasyonun oluşturduğu saptanmıştır. Farklılık analizleri incelendiğinde; içsel motivasyonun iş deneyimi 4 yıl ve üstü olan çalışanlarda, evli çalışanlarda, gelir düzeyi yüksek çalışanlarda ve kamu sektöründe çalışanlarda daha yüksek olduğu belirlenmiştir.

**Anahtar Kelimeler:** İşgücü Devri, İşten Ayrılma Niyeti, İçsel Motivasyon, Dışsal Motivasyon, Örgüt Atmosferi

## INTRODUCTION

Employee turnover can be counted as a sign of success in an organization, as far as effective work and employment is concerned, it can be understood through the employee turnover rate that services are at a satisfactory level (Eren and Saraçoğlu, 2011). The most important organizational behavior factor that causes employee turnover rate is the development of intention to leave in employees. Upon examining the literature, the intention to leave is defined as an objective and cognitive reaction of the worker characterized with thought of leaving the current job for alternative opportunities towards his/her surroundings in the working environment by Rainayee (2013), the employees considering leaving their jobs due to the dissatisfaction stemming from the current work conditions by Özcan et al. (2012), the employee intending to leave the organization in a conscious and deliberate manner and the final step of withdrawal actions by Mxenge et al. (2014), destructive and active actions shown by the employees in case of being dissatisfied from the working conditions by Rusbult et al. (1998).

The departures of employees from the organization can be voluntary or involuntary. There is no alternative way to terminate the employee's employment for involuntary reasons such as intentional removal, savings, retirement, long-term illness, bodily/mental disability, relocation and death (Mbah and Ikemefuna, 2012). Factors other than involuntary causes develop mainly due to organizational climate and management style. Indeed, as the reaction and good coordination between the employees and the organizational environment increases, business performance is achieved, less disappointment occurs, and the intention of people to quit the job is reduced (Lai and Chen, 2012). Otherwise, involuntary departure from work has indirect costs such as low morale, excessive workload and loss of social capital (Hussain and Asif, 2012). In terms of organization, while employee turnover rate has costs such as finding new employees, training, adaptation, job accidents, it can reflect in general economy as job and production loss (Avcı and Küçükusta, 2009). While the employees voluntarily leaving their jobs due to relocation of the spouse, new duty, retirement when their productivity is high causes distress for the employer, employees with key importance want to leave the job unintentionally for reasons under the employer's control, such as insufficient wages, insufficient income, poor working conditions, disagreement with the manager, and problematic organizational climate (Berry and Morris, 2008). There are a number of factors in the development of intention to leave the work at this point. One of them is the perception of injustice. Some employees may develop stress if they perceive an injustice by the employer, which triggers job dissatisfaction and, in turn, employees seek alternative jobs outside the organization

(Bushra, 2012). Another factor is organizational commitment. This factor also plays an important role in explaining departure from work (Hundera, 2014). Organizational factors such as lack of clear communication within the organization and lack of flexibility affect the intention to leave (Aslan and Etyemez, 2015). While the work-family conflict negatively affects the physical and psychological health, family relations and life quality of individuals; organizationally, it also bears results such as job dissatisfaction, decreased organizational commitment, and increased intention to leave work (Çarıkçı and Çelikkol, 2009). The tension created by the job insecurity that workers experience in the environment they work in is important because of the negative effects on the employee turnover rate (Yıldırım and Yirik, 2014). For the employees with full psychological contract and therefore whose all expectations are fulfilled, the intention to leave decreases to a minimum (Özgen and Özgen, 2010). The success of the organization is also very important for the employees. If the expected level of success is low, employees' productivity may decrease, their organizational commitment may decrease, and employees may look for job opportunities outside the organization (Polat and Meydan, 2010). The intention to leave, which is directly related to the negative behavior of the leader (Malik et al., 2011), also increases due to fatigue, lack of energy, feeling emotionally worn in employees, aggravation of work load and stress sources originating from the workplace's physical characteristics in the dimension of emotional burnout, the critical and decisive dimension of burnout (Onay and Kılıç, 2011).

The intention to leave the work that occurs in the context of the various attitudes of the individual does not imply the departure of an employee from the work, i.e. the behavior; it implies that the individual may leave as soon as an opportunity arises. In some cases, intentions may not turn into behavior (Özdevecioğlu, 2004). The worker evaluates his/her job with the influence of factors such as unemployment rate, alternative employment opportunities, management style, wages and rewards, and decides whether s/he is satisfied with his job. If dissatisfaction is the case, s/he investigates whether it is possible to leave the job and whether searching for another job search is profitable (Örücü and Özafşarlıoğlu, 2013). However, for whatever reason, continuity commitment develops in the employee who does not convert the intention to leave to the act of leaving work for a while, which occurs a result of an obligation in the employee. If the employee in this situation finds a job at the same level or higher in terms of economy, s/he will leave the workplace immediately (Uysal and Çatı, 2016). When it is considered functionally, educated and qualified personnel leaving the work is undesirable to the extent that the low-quality personnel leaving the work is desirable (Arı et al., 2010). In addition, it is understood that even the intention to leave in the organizations that does not convey the desired behavior reduces organizational productivity and indirectly or directly increases the costs (Fındıklı, 2014). Therefore, it is very important to minimize the long working hours for employees to minimize the intention to leave that can become costly for the organizations with the decrease of productivity and output over time (Ghayyur and Jamal, 2012). In order to minimize the departure of employees from organizations that face the problem of employee departure, there are various strategies such as recruitment, selection, initiation, training, job design and changing or improving policies for paying salaries (Ongori, 2007).

## **2. Motivation in Organizations and Motivation Dimensions**

Motivation, a term that arises out of the lack of an individual's desire to act with energy and passion (Kim, 2006), which is relevant to the reason of a behavior or the causes of the individual behavior and which may vary due to the difference of the individual behaviors and individual needs (Ryan et al., 2011), is defined as the driving force that revitalizes and controls the behavior such as learning for a purpose, doing something or acting (Bulut and Çavuş, 2015). In another definition, motivation is defined as a psychological process for uncovering voluntary behaviors to achieve individual and organizational goals and ensuring the continuity of these behaviors (Pool and Pool, 2007). Motivation has three basic characteristics such as acceleration, continuing the acceleration and directing it to a positive direction (Öztürk, 2013). The motivation process commences with the emergence of some needs that each individual is constantly trying to satisfy (Şahin, 2004). While motivation, a very important concept for organizations, improves efficiency and productivity when directed correctly, low self-motivation leads to decrease in performance, decreases job satisfaction, increases staff turnover and job absenteeism (Edrak et al., 2013). However, motivation of employees is neglected in practice, although it is still a factor directly affecting the productivity of the enterprises. The main reasons for this are the inability to concretely put forth the economic benefit that the business will provide by increasing the motivation of the employees and the necessity of bearing additional costs in order to fulfill this (Kuruoğlu and Polat, 2002). When evaluated from the employee's point of view, motivated employees are in good harmony with their organizations and support the values of the organization, which results in an increase in employee performance and a decrease in absenteeism (Clark, 2003).

The factors in the emergence of motivation are examined in two dimensions, intrinsic and extrinsic. While defining motivation, the distinction is important between intrinsic motivation, which encourages participation by providing pleasure and enjoyment to the employee, and extrinsic motivation, which promotes participation through extrinsic pressures and constraints (Henderlong and Lepper, 2002). Intrinsic motivators are intrinsic rewards that a person feels while doing the job. Extrinsic motivators are extrinsic awards that come outside the course of the business. They are not factors that provide direct satisfaction while doing the job (İbicioğlu et al., 2013). Internal motivation is defined as the participation to an activity for the satisfaction gained when an attempt is made to be successful, to reach a standard or to create something new by Barkoukis et al. (2008), a motive shaped in line with the interest, curiosity or satisfaction desired to be achieved by the individual for a task or a job to be done by Reçepoğlu (2013) and a natural tendency that arises to satisfy the personal interests and capabilities by Altun and Yazıcı (2010). The Cognitive Assessment Theory suggests innate psychological needs for self-efficacy and competence lies beneath intrinsic motivation. According to this theory, the influence of extrinsic events on intrinsic motivation, such as rewarding, is a function of how one's self-determination and competence perception affects these events (Whitehead, 1993). Hence, if the cognitive assessment of an employee's on extrinsic rewards is different, it is possible that there are different effects of different rewards on intrinsic motivation (Deci, 1971). In the intrinsic motivation that arises from the fulfillment of an activity that the person finds interesting and satisfactory (Gagne and Deci, 2005), the employees are motivated by the work itself and there is no extrinsic control of the behavior of the person here (Şenel et

al., 2012). Therefore, intrinsic motivation is understood from the performance changes in the time spent for an activity in the absence of rewarding when rewarding is abolished (Cameron et al., 2001). This performance change occurs when the intrinsic rewards required for the fulfillment of needs satisfy the feelings of autonomy and evoke positive feelings of enjoyment and excitement and the feeling of flow (Whitehead, 1993). Employees with intrinsic motivation guided by factors such as curiosity, needing to know, desire to be competent, development, desire to achieve (Küçükosmanoğlu, 2015), curiosity to learn and satisfaction of achievement gain some positive outputs, such as recognition at the workplace (Eryılmaz, 2010), or they increase performance in a way to initiate a behavioral plan to achieve the desired result (Barch et al., 2008). When intrinsic motivation is provided, people are fully motivated to perform an activity and to be satisfied with the pleasure associated with interest, pleasure, excitement and behavior (Selart et al., 2008), and employees feel that behavior expresses themselves by feeling completely independent (Kara, 2008).

Contrary to intrinsic motivation, extrinsic motivation means that the activity is carried out for the sake of the inherent satisfaction of the activity (Ryan and Deci, 2000) and focuses on the benefit to be achieved independently from the activity without enjoying the job fulfilled (Gömleksiz and Serhatlıoğlu, 2013). Perceived benefit is a form of extrinsic motivation, while perceived pleasure is a form of intrinsic motivation (Teo et al., 1999). It can be said that the motives of the individual in extrinsic motivation include the effects from the outside of the individual (Balantekin and Oksal, 2014).. Extrinsic motivation, therefore, requires an instrument, such as a financial or verbal reward, between the activity and the outcome, so it is not directly satisfied when the activity is carried out (Gagne and Deci, 2005). Extrinsic motivation occurs with the correct and proper usage of the extrinsic motives (stimulants) such as promotion, rewards, premium payments, raises and extra holidays (Açıkgöz and Günsel, 2014). Extrinsic motivation is also heterogenous because of the diversity of different extrinsic awards that produce motive behaviors (Murayama et al., 2013). Extrinsic motivation is defined as carrying out an activity for instrumental reasons or to gain some outputs that can be separated from the activity by Teixeira et al. (2012), motive action based on factors such as getting a good degree, earning money or a reward, satisfying the teacher etc. by Altun and Yazıcı (2010), performance displayed in an activity to achieve some distinctive outputs by Ryan and Deci (2000), motivation occurring due to factors such as an extrinsic reward, punishment, pressure, request etc. by Dilekmen and Ada (2012), strengthening or reinforcement that comes through other people, that can make negative or positive influences and increase or decrease the possibility that the behavior may be replicated, bearing tangible and intangible values by Soyer et al. (2010). There are five extrinsic motivation factors identified in the literature; quality in working life, rewarding, promotion, management and team work (Mafini and Dlodlo, 2014). Businesses that create reward, bonus and appraisal systems can more easily increase employee satisfaction and rewarded employees can continue to work more confidently thinking they are doing better (Şahin et al., 2015). However, extrinsic incentives become less important for motivation, especially when job assignments or organizational goals and values are part of employees' self-perception (Galia, 2007). Apart from these factors, factors affecting extrinsic motivation in the literature are defined as retirement schemes, health insurance or permits (Ibicioğlu et al., 2013:97), “friendship, helpfulness, support from colleagues and managers” (Ersarı and Naktiyok,

2012:84), “payments, social rights, work security” (Gençtürk and Memiş, 2010:1040) and “fear of failure” (Uyulgan and Akkuzu, 2013:9).

### **3. Material and Method**

#### **3.1. Purpose and Importance of the Research**

The purpose of the research is to examine the motivation factor which is important for preventing and reducing the intention to leave that causes increase of the voluntary employee turnover rate, to determine which motivation dimension has the dominant influence on the intention to leave and to present solution-based managerial suggestions. In line with this purpose, a research was carried out on the employees of public sector and private sector. The research conducted bears importance in terms of contributing to the process of minimizing the intention to leave, which causes important results such as low morale in other employees, increased workload, disruption of the organizational atmosphere, loss of social capitals and personnel training costs; determining the fundamental motivation factors that may affect the employee turnover rate by scrutinizing the motivation, contributing to the organizational behavior literature and optimizing the managerial behaviors to be determined for employees.

#### **3.2. Population and Sample of the Research**

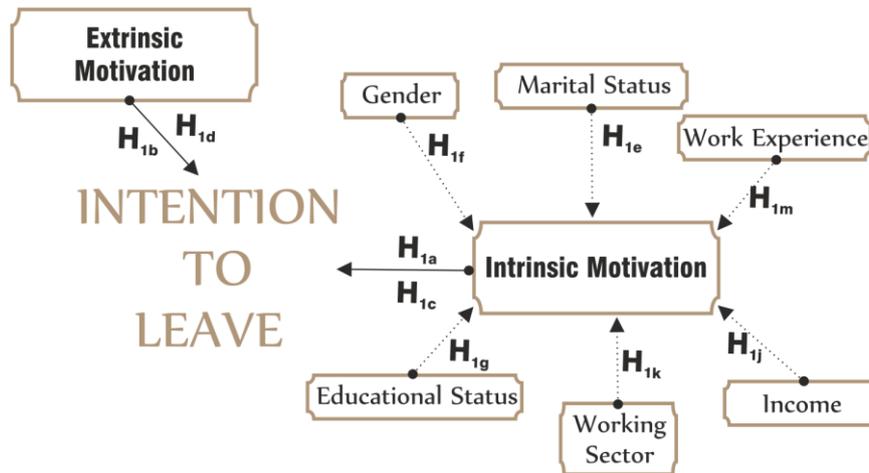
The population of the research, consists of all employees in Turkey without the discrimination of sectors. The sample of the research consists of the employees working in private sector and public sector in Zonguldak and participated in the research. Purposeful sampling methods among the non-probable sampling methods was used in the research; data was obtained from 343 employees within the scope of the research applied at different times, however, a sample size of 334 persons, 151 from public and 183 from private sector, was obtained at an analyzable level after excluding erroneous/wrong surveys from the evaluation.

#### **3.3. Data Collection Method of the Research**

The data to be used in the research were obtained from the employees via the face-to-face survey method. The survey used in the research consists of three scales, being the intention to leave, intrinsic motivation and extrinsic motivation. The intention to leave scale prepared by Cammann et al. (1979) was utilized to measure the intention to leave and the organizational motivation scale introduced to the literature by Mottaz (1985) was utilized to measure the motivation dimensions.

#### **3.4. Research Model and Hypotheses**

Scanning model has been used in the research. The dependent variable of the research is the intention to leave, and the independent variables are the intrinsic motivation and extrinsic motivation which are the two sub-dimensions of motivation.



**Figure 1: Conceptual Model of the Research**

**Hypotheses of the Research;**

**H<sub>1a</sub>:** There is a significant relationship between intrinsic motivation and intention to leave.

**H<sub>1b</sub>:** There is a significant relationship between extrinsic motivation and intention to leave.

**H<sub>1c</sub>:** As the employee's intrinsic motivation increases, the intention to leave decreases.

**H<sub>1d</sub>:** As the employee's extrinsic motivation increases, the intention to leave decreases.

**H<sub>1e</sub>:** Intrinsic motivation level varies based on marital status.

**H<sub>1f</sub>:** Intrinsic motivation level varies based on gender.

**H<sub>1g</sub>:** Intrinsic motivation level varies based on education level.

**H<sub>1j</sub>:** Intrinsic motivation level varies based on monthly income level.

**H<sub>1k</sub>:** Intrinsic motivation level varies based on sector worked in.

**H<sub>1m</sub>:** Intrinsic motivation level varies based job experience duration.

**3.5. The Analysis of the Research Data**

AMOS 24.0 and SPSS 20.0 softwares was used to evaluate the findings obtained through the research. A reliability analysis has been conducted to determine the internal consistency of the research scales. Correlation analysis was used to determine the direction and intensity of the relationship between dependent and independent variables, simple linear regression analysis was used to examine the relationship between variables, One-Way Analysis and Independent-Samples T tests were used to determine the differences.

**3.6. Findings Obtained Through the Research**

Table 1 contains the frequency values for the answers of the doctors to the demographic questions. According to the obtained data, it has been determined that 67,1% of the sample is male and 32,9% of the sample is female. Upon the examination of the age distribution, it has been observed that the majority of the sample is between 21-40 years of age. The examination on income levels indicate that 39,2% of the population have an

income level between TRY 1000-2000, while the distributions of marital status indicate that married employees slightly outweigh the single employees. It has been determined that 91,3% of the participants has a job experience of more than 1 years, while 54,8% of the sample works in the private sector and 45,2% works in the private sector in terms of the sector worked in.

**Table 1: Basic Information on Data Providers (N=334)**

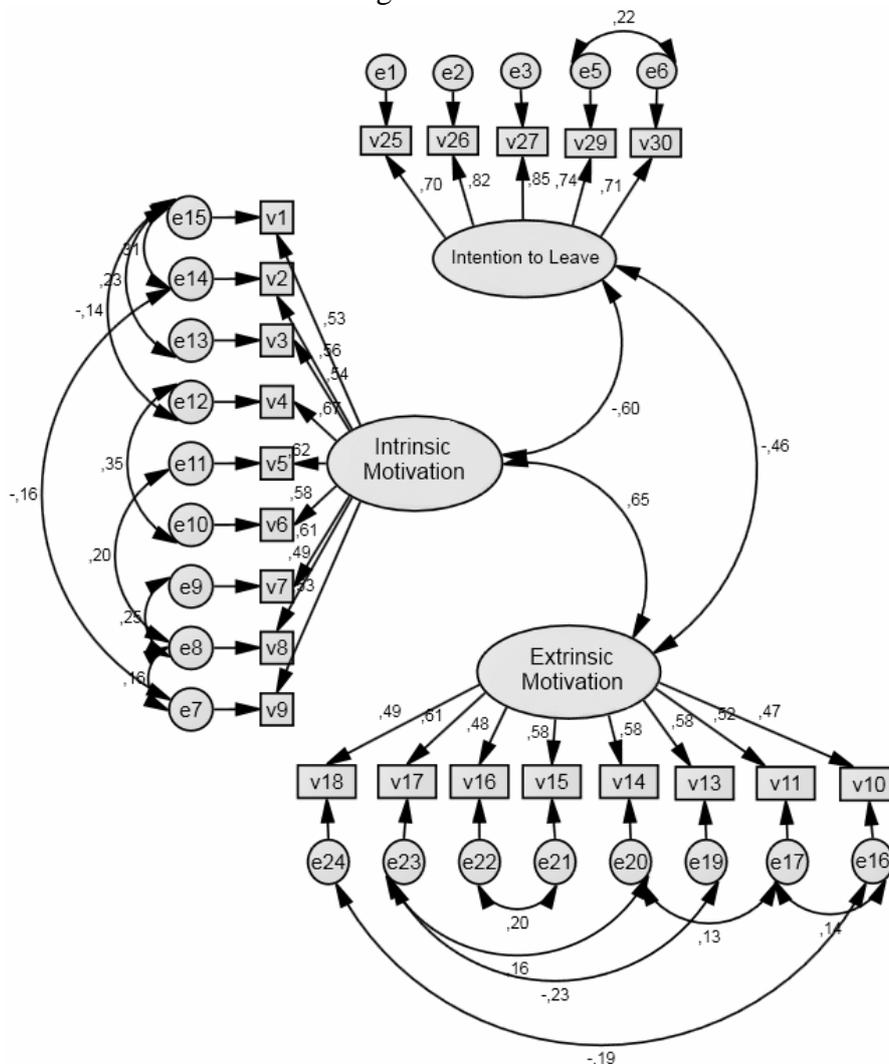
	<i>Frequency</i>	<i>Percentage</i>
<b>Gender</b>		
<i>Male</i>	224	67,1 %
<i>Female</i>	110	32,9 %
<b>Age</b>		
<i>Younger than 21</i>	13	3,9 %
<i>21-30</i>	162	48,5 %
<i>31-40</i>	77	23,1 %
<i>41-50</i>	56	16,8 %
<i>51-60</i>	24	7,2 %
<i>Older than 60</i>	2	0,6 %
<b>Marital Status</b>		
<i>Married</i>	180	53,9 %
<i>Single</i>	134	40,1 %
<i>Widow</i>	6	1,8 %
<i>Divorced</i>	14	4,2 %
<b>Monthly Income Level</b>		
<i>Less than TRY 1000</i>	13	3,9 %
<i>Between TRY 1000-2000</i>	131	39,2 %
<i>Between TRY 2000-3000</i>	108	32,3 %
<i>Between TRY 3000-4000</i>	58	17,4 %
<i>Between TRY 4000-5000</i>	16	4,8 %
<i>TRY 5000 or more</i>	8	2,4 %
<b>Education Status</b>		
<i>Primary School</i>	14	4,2 %
<i>High School</i>	110	32,9 %
<i>Associate</i>	82	24,6 %
<i>Undergraduate</i>	91	27,2 %
<i>Post-graduate</i>	33	9,9 %
<i>Doctorate</i>	4	1,2 %
<b>Work Experience</b>		
<i>Less than 1 year</i>	29	8,7 %
<i>Between 1-2 years</i>	59	17,7 %
<i>Between 2-3 years</i>	53	15,9 %
<i>Between 3-4 years</i>	34	10,2 %
<i>4 years or more</i>	159	47,6 %
<b>Sector Worked</b>		
<i>Public Sector</i>	151	45,2 %
<i>Private Sector</i>	183	54,8 %

Confirmatory Factor Analysis (CFA) was used to test the construct validity of the scales used in the research. For the analysis of the values obtained as a result of this analysis, the reference values called goodness of fit statistics are used. In this study, reference values which were stated by Schermelleh-Engel et al. (2003) and guided the literature were used. The proposed fit values obtained as a result of confirmatory factor analysis carried out within the scope of the research are stated in Table 2.

**Table 2: Fit Values**

Fit Criteria	$\chi^2$	p	$\chi^2 / df$	RMSEA	SRMR	NFI	CFI	GFI
<b>Suggested Fit Values</b>	408,047	0,000	2,136	0,058	0,055	0,854	0,916	0,903

Upon comparing the fit values suggested in Table 2 with the fit statistics, it was determined that chi-square value was found to be 408,047 and this value had a good fit; p value was determined to be 0,000; the RMSEA value of the model was determined to be 0,058 and there was an acceptable fitness; chi-square/independence value was determined as to be 2,316 and this value had a good level of fitness; the SRMR value was determined to be 0,555 and this value had an acceptable fitness; NFI value was determined to be 0,854 and this value indicated bad fitness, CFI value was determined to be 0,916 and this value indicated bad-good fitness; the GFI value was determined to be 0,555 and this value had an acceptable fitness. The standardized analysis values for the model tested are exhibited in in Figure 2.



**Figure 2: Standardized Analysis Values**

Table 3 contains the alpha coefficients (Cronbach's Alpha) used to test the reliability of the scales used in the research. As a result of the reliability analyses, the reliability coefficient of the intention to leave scale has been determined as 0.879, the reliability

coefficient of the intrinsic motivation scale as 0.823 and the reliability coefficient of the extrinsic motivation scale as 0.760. These values obtained indicate that all three scales used in the research have high internal consistency.

**Table 3: Reliability Analysis**

	Cronbach's Alpha
<i>Intention to Leave Scale</i>	0.879
<i>Intrinsic Motivation Scale</i>	0.823
<i>Extrinsic Motivation Scale</i>	0.760

Table 4 provides the results of the correlation analysis between the variables. According to this table; a significant negative relationship was determined between the dependent variable intention to leave and the independent variable intrinsic motivation at moderate level ( $r=-0.453$ ). A significant negative relationship was determined between the extrinsic motivation, another independent variable and the dependent variable intention to leave at low/moderate level ( $r=-0.295$ ).

**Table 4: Correlation Analysis**

		<i>Intention to Leave</i>
<i>Intrinsic Motivation</i>	Pearson Correlation	<b>-0.453</b>
	Sig. (2-tailed)	0.000
<i>External Motivation</i>	Pearson Correlation	<b>-0.295</b>
	Sig. (2-tailed)	0.000

Simple linear regression analyses on intention to leave and intrinsic and extrinsic motivation are observed in Table 5. According to the result of the regression analysis performed, it has been determined that both of the regression models to be established indicates statistical significance, since the statistical significance values are lower than 0.05.

**Table 5: The Relationship between Intention to Leave and Intrinsic and Extrinsic Motivation - ANOVA**

		Sum of Squares	Mean Square	F	Sig.
<i>Intrinsic Motivation</i>	Regression	1731.375	1731.375		
	Residual	6712.374	20.218	85.635	0.000
	Total	8443.749			
<i>External Motivation</i>	Regression	733.486	733.486		
	Residual	7710.262	23.224	31.584	0.000
	Total	8443.749			

ANOVA results of multiple regression analysis performed are exhibited in Table 6. According to the analysis results; it was found that 20,3% of the change in the intention to leave was explained by the change in the intrinsic motivation factors and 8,4% of the change was explained by the changes in the extrinsic motivation factors, independent of intrinsic motivation.

**Table 6: Relationship between Intention to Leave and Intrinsic and Extrinsic Motivation - Model Summary**

		$\beta$	t	Sig.	r <sup>2</sup>	Adjusted r <sup>2</sup>
<i>Intention to Leave</i>	<i>Constant</i>	29.737	18.130	0.000	0.205	0.203
	<i>Intrinsic Motivation</i>	-0.417	-9.254	0.000		
	<i>Constant</i>	22.842	15.569	0.000	0.087	0.084
	<i>External Motivation</i>	-0.153	-5.620	0.000		

Accordingly, the values that the intention to leave of the employees can take can be formulated as follows;

$$\text{Intention to Leave} = 29.737 - (0.417 \times \text{Intrinsic Motivation})$$

$$\text{Intention to Leave} = 22.842 - (0.153 \times \text{Extrinsic Motivation})$$

When the two regression models are examined, it was determined that a 1-unit increase in intrinsic motivation resulted in a decrease of 0.417 units on the intention to leave and a 1 unit increase in extrinsic motivation caused a decrease of 0.153 units in the intention to leave.

**Table 7: One-Way Analysis on Marital Status and Intrinsic Motivation**

	N	Mean	Std. Deviation	Std. Error	F	Sig.
<i>Married</i>	180	37.0556	5.11840	0.38150	6.917	0.000
<i>Single</i>	134	34.9925	5.51348	0.47629		
<i>Widow</i>	6	33.8333	4.62241	188.709		
<i>Divorced</i>	14	32.0000	6.28796	1.68053		

Table 7 indicates a difference analysis of the relationship between employees' intrinsic motivation and marital status. According to this analysis, the internal motivation levels of the employees showed a significant difference according to the marital status and the intrinsic motivation of married employees did not have higher motivation.

**Table 8: Independent-Samples T Test Oriented to Intrinsic Motivation and Gender**

	Levene's Test for Equality of Variances		t-test for Equality of Means				
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Equal variances assumed	0.152	0.697	0.903	332	0.367	0.57459	0.63632
Equal variances not assumed			0.929	233.37	0.354	0.57459	0.61880

Table 8 indicates the difference analysis of intrinsic motivation and gender. Based on the results of the analyses conducted, it was determined that the significance value was higher than 0.05. Accordingly, it was determined that the intrinsic motivation level did not indicate a significant difference based on the gender.

**Table 9: One-Way Analysis on Education Level and Intrinsic Motivation**

	N	Mean	Std. Deviation	Std. Error	F	Sig.
<i>Primary School</i>	14	36.5714	4.38028	1.17068	3.775	0.002
<i>High School</i>	110	34.2818	5.58197	0.53222		
<i>Associate</i>	82	36.9268	571.500	0.63112		
<i>Undergraduate</i>	91	36.5165	5.34033	0.55982		
<i>Post-graduate</i>	33	36.7273	4.02549	0.70075		
<i>Doctorate</i>	4	41.0000	2.82843	1.41421		

Table 9 examines the relationship between employees' level of education and intrinsic motivation. According to this table, intrinsic motivation levels of employees showed a significant difference according to education levels and intrinsic motivation was found to be mostly in doctorate graduates.

**Table 10: One-Way Analysis on Intrinsic Motivation and Monthly Income Level**

	N	Mean	Std. Deviation	Std. Error	F	Sig.
<i>Less than TRY 1000</i>	13	33.3077	4.69724	1.30278	6.603	0.000
<i>Between TRY 1000-2000</i>	131	34.6031	5.28085	0.46139		
<i>Between TRY 2001-3000</i>	108	35.9444	5.56161	0.53517		
<i>Between TRY 3001-4000</i>	58	38.3793	5.15319	0.67665		
<i>Between TRY 4001-5000</i>	16	38.4375	4.01611	100,403		
<i>TRY 5001 and more</i>	8	40.1250	3.31393	1.17165		

Table 10 examines the relationship between employees' level of monthly income and intrinsic motivation. According to this table, it was determined that the intrinsic motivation level of the employees showed a significant difference according to the level of income obtained monthly and the level of intrinsic motivation increases as the income level increases.

**Table 11: Independent-Samples T Test Oriented to Working Sector and Intrinsic Motivation**

	Levene's Test		t-test for Equality of Means				
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Equal variances assumed	0.851	0.357	2.460	332	0.014	1.46651	0.59620
Equal variances not assumed			2.441	309.226	0.015	1.46651	0.60076
<i>Intrinsic Motivation</i>	<i>Where do you work?</i>		<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error Mean</i>	
	Public Organization		151	36.7616	5.65533	0.46022	
	Private Sector		183	35.2951	5.22361	0.38614	

Table 11 indicates the difference analysis of intrinsic motivation and sector that employees work in. Based on the results of the analyses conducted, it was determined that the significance value was lower than 0.05. Accordingly, it was determined that the intrinsic motivation level indicated a significant difference based on the sector worked and that the intrinsic motivation level was higher among employees in the public sector.

**Table 12: One-Way Analysis on Intrinsic Motivation and Work Experience Duration**

	N	Mean	Std. Deviation	Std. Error	F	Sig.
<i>Less than 1 year</i>	29	33.9655	6.01476	1.11691		
<i>Between 1-2 years</i>	59	34.6271	5.29768	0.68970		
<i>Between 2-3 years</i>	53	34.7925	5.28189	0.72552	4.434	0.002
<i>Between 3-4 years</i>	34	36.4118	4.67824	0.80231		
<i>4 years or more</i>	159	37.1069	5.40697	0.42880		

Table 12 exhibits the difference analysis of the relationship between employees' work experience durations in the same organization and intrinsic motivation levels. According to the results of this analysis, the intrinsic motivation levels of the employees showed a significant difference according to the work experience and work experience duration increases as intrinsic motivation increases.

### CONCLUSION AND RECOMMENDATIONS

The research examined whether the dimensions of intrinsic and extrinsic motivation had an effect on the intention to leave, and which factor suppressed the intention to leave the most out of the two dimensions of motivation was investigated. For this, 10 hypotheses have been proposed and data has been obtained from 334 private and public-sector employees to test these hypotheses with a survey method. The obtained data has been processed with SPSS 20.0 program and as a result of analyses conducted, it has been found that there is significant negative relationship between the intention to leave and intrinsic and extrinsic motivation dimensions; it was determined that a 1-unit increase in intrinsic motivation resulted in a decrease of 0.417 units on the intention to leave and a 1 unit increase in extrinsic motivation caused a decrease of 0.153 units in the intention to leave. In addition, intrinsic motivation was found to be higher among employees with work experience of 4 years or more, married employees, employees with high income and public-sector employees. The test matrix for the hypotheses created as a result of the analyses conducted have been exhibited in Table 13.

**Table 13: Test Matrix of the Research Hypotheses**

Hypothesis	Result	Significance	Significance	Result	Hypothesis
<i>H<sub>1a</sub></i>	<i>Accepted</i>	<i>0.000</i>	0.354	Rejected	<i>H<sub>1f</sub></i>
<i>H<sub>1b</sub></i>	<i>Accepted</i>	<i>0.000</i>	<i>0.002</i>	<i>Accepted</i>	<i>H<sub>1g</sub></i>
<i>H<sub>1c</sub></i>	<i>Accepted</i>	<i>0.000</i>	<i>0.000</i>	<i>Accepted</i>	<i>H<sub>1j</sub></i>
<i>H<sub>1d</sub></i>	<i>Accepted</i>	<i>0.000</i>	<i>0.015</i>	<i>Accepted</i>	<i>H<sub>1k</sub></i>
<i>H<sub>1e</sub></i>	<i>Accepted</i>	<i>0.000</i>	<i>0.002</i>	<i>Accepted</i>	<i>H<sub>1m</sub></i>

Upon examining the test matrix created as a result testing of the hypotheses, it is observed that 9 hypotheses put forward within the scope of the research are accepted and 1 hypothesis is rejected. Accordingly, it is accepted statistically that motivation of internal motivation in organization employees is much more effective employee turnover rate than extrinsic motivation factors. Buble et al. (2014) found a significant relationship between leadership motivation and leadership style in their study on the relationship between leadership style and motivation and found that intrinsic motivation factors are stronger than extrinsic motivation factors. In general, the main reason for this

difference, contrary to popular belief, is that the main factor that motivates employees is themselves. Although external factors such as salary and incentives increase motivation, this effect becomes transient and ceases to exist after a while; employees consciously reduce their performance after a while to get more rewards in the organization. Apart from this, recurrent external rewards also cause significant financial consequences for the organization. Therefore, focusing on intrinsic motivation instead of intrinsic motivation, which is low in organizations, is the most optimal choice. In this context, in order to increase intrinsic motivation in employees, it is suggested that;

- ***The emotional intelligence is brought to the forefront*** by emphasizing the strengths of employees, determining the weaknesses and designing them, managing emotions and needs, motivating empathy and increasing its perceptual importance and strengthening the ability to communicate,
- ***The organizational alienation is eliminated*** by ensuring the adaptation of the employees to the production process, emphasizing the importance of their place in the production, making designs to enhance the capabilities of the employees, determining objectives that will help the employee identify oneself with the organization and job design in line with the capabilities of the employees,
- ***Personnel empowerment is achieved*** by deepening the meanings attached to his/her job by the employee, bringing the employee's capability of doing job (self-sufficiency) to the forefront, increasing the autonomy, determining the unique decision-making points and emphasizing the strategic importance of the employee for the organization,
- ***Family-job conflict is prevented*** by preventing the conflict of roles in family and job life, conducting awareness raising in terms of the importance of the peace in the family, making arrangements in the business life oriented to the balance between job and family life, eliminating the excessive workload and tense organizational climate and taking into account the personality types in the roles expected from the employees,
- ***Silence in the organization is determined and minimized*** by determining the employees keeping silent or forced to remain silent within the organization, revealing the organizational, managerial or personal reasons of the silence of the employees, ensuring that the employees who lost all hope for the organization are reunited with the purposes of the organization and ensuring that all employees adopt their strategic importance of the organization,
- ***Employees are adapted to the organizational culture*** by giving them identities by having them adopt the organizational culture, expressing the psychological well-being and high morale output that develops with workplace friendship, designing organizations that will bring the employees closer to the organization, distributing, making available the symbols that will help employees adopt the organization and presenting common beliefs and values covering the employees,
- ***Organizational citizenship is adopted*** by achieving maximum productivity without using the reward system, providing internal incentives by appreciating the voluntary behaviors in the organization, exhibiting a leadership approach incentivizing the employees for the citizenship behavior, making the employees feel that they are a part of the organization and focusing on the sense of responsibility,

- **Organizational commitment is increased** by assigning tasks that increase the responsibility, providing opportunities such as overtime that will increase commitment, creating environments where the employees will feel the competition in the organization at a personal level, giving intangible rewards to employees, caring about and incentivizing the skills in the organization, providing opportunities of occupational progress with creativity and innovativeness trainings, creating career points and directing the aim of the employees to these points, caring about feedback in the organization and taking routine feedback from the employees, tasking successful and experienced staff in the internal training and regulating rewards that will make all employees feel the successes of the organization,
- **The participation of the employees to the decisions in the organization is ensured** by applying the group decision-making technique in terms of the process, climate and subject of the organization, brainstorming and nominal group talks,
- **Leadership style is shaped** by determining the leadership style perception of the employees and making improvements on deficiencies along with the leadership of a person that possesses the vision and mission, that is trusted, respected by the employees, that cares about the emotions of the employees and acts fairly and that may provide acceleration to the organization by creative and innovative opinions,
- **Switching from personnel management to human resources management** by exhibiting an employee-focused approach, adopting that the employee is an important input for the organization and making the employee feel this, determining common vision, mission and values and reflecting them to the employees, emphasizing the importance of the employees in the work done and designing the long-term plans with employees,
- **The symbiotic leadership is evoked** by the leader imposing that s/he achieved the successes along with the employees in the organization, creating a mutual connection motivation with employees, emphasizing that the leader is also a member of the employee group, making the opinion dominant that the leader remains without a function without employees who cannot achieve the required success without a leader.

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