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EFFECT OF MOTIVATION ON EMPLOYEES IN TRNC

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ABSTRACT

We live in a rapidly changing world, and organizations need motivated employees in today's businesses more than ever before. Organizations have many competitors, so in order to compete more effectively, organizations need motivated employees and people that they can motivate the others, as well. Organizations can make employees act in a certain way by persuasion or reward, etc. in order to achieve organizational goals. So, we can say that motivation or finding different ways to motivate the employees is one of the most important aspect that must take place in an organization.

Determining what motivates employees in Turkish Republic of Northern Cyprus is the aim of this study.

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INTRODUCTION

This study is about Maslow's Hierarchy of Needs which takes place in motivation. Motivation is very important in any organization in order to make organization compete effectively in the market that they take place. Motivation can be defined as the strength of the drive toward an action. As we know, motivation is one of the most important aspect in any organization.

At one time, employees were considered just another input into the production of goods and services. What perhaps changed this way of thinking about employees was research, referred to as the Hawthorne Studies, conducted by Elton Mayo from 1924 to 1932 (Dickson, 1973). This study found employees are not motivated solely by money and employee behaviour is linked to their attitudes (Dickson, 1973). The Hawthorne Studies began the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers (Bedein, 1993).¹

Motivation is behaviourally specific, that is, it is more appropriate to think in terms of an individual's motivation to excel in a particular job requirement or even to carry out a specific behaviour than it is to think about an individual's overall motivation.

My aim of choosing Maslow's Hierarchy of Needs is to determine what motivates employees in Turkish Republic of Northern Cyprus. I prepared a questionnaire for

¹ www.joe.org

employees in order to be able to do my research. There are twenty sentences and six possible responses under the questions in the questionnaire. The questionnaire was filled by employees.

I visited about 30 employees from different companies in Northern Cyprus for having enough information about motivational drives of employees.

This study is divided into three main parts. In the first part, different definitions of motivation will be given, it is a brief introduction of motivation. For example; the motivation is defined as the strenght of the drive toward an action by John W. Newstrom and Keith Davis. I will go on by telling about the role of motivation. In this part, I will explain why companies need motivated employees. And the next part is about the basics of motivation. Here, I am going to mention about fear motivation, reward motivation, attitude motivation, and internal vs external motivation. For example, in fear motivation the managers try to motivate the employees by threatening them.

In the second part, I am going to mention about the human needs and Maslow's Hierarchy of Needs. Firstly, I will tell about the types of human needs such as primary needs which are the basic needs including water, food, air, etc., and secondary needs including esteem, etc. Then, I will give brief information about the theories of motivation which are Maslow's Hierarchy of Needs, Herzberg's two-factor theory, Vroom's expectancy theory, Adam's equity theory, and Skinner's reinforcement theory. And lastly, I will describe the Maslow's Hierarchy of Needs in detail. I will explain the five needs that motivate

employees according to Abraham Maslow which are Basic / Physiological needs, Safety needs, Belongingness / Love needs, Esteem needs, and Self-actualization needs.

And the last part will be about the results of my research that I did questionnaire with employees. I will tell about the result of what motivates employees in TRNC.

I. GENERAL VIEW OF MOTIVATION

1.1. The Definition of Motivation

Motivation has been defined as: the psychological process that gives behaviour purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, & Lindner, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993). Motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals.²

Motivation can also be defined as the mental processes that arouse, sustain, and direct human behaviour. It reflects the changes to their physiological and psychological conditions as a result of their previous and current experiences. Motivation may stem from processes taking place within an individual (intrinsic motivation) or from the impact of factors acting on the individual from outside (extrinsic motivation); in most cases these two influences are continually interacting.

Motivation takes place within a culture, it reflects an organizational behaviour model, and it requires communications skills.³

² www.motivation_club.com

³ Organizational Behaviour, John W. Newstorm & Keith Davis

Motivation also requires discovering and understanding employee drives and needs, since it originates within an individual.

Some human activities occur without motivation, but almost all conscious behaviour is motivated, caused. It requires no motivation to make your nails long, but cutting them requires motivation.

1.2.The Role of Motivation

Why do companies need motivated employees? The answer is survival (Smith, 1994). Motivated employees help organizations survive. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly (Bowen & Radharkrishna, 1991). For example, research suggests that as employees' income increases, money becomes less of a motivator (Kovach, 1987). Also, as employees get older, interesting work becomes more of a motivator.⁴

⁴ www.businessball.com

1.3. The Basic of Motivation

People are motivated by many things, some positive others not. Some motivating factors can move people only a short time, like hunger, it will last only until you are fed. Others can drive a person onward for years.

When discussing motivation definitions we need to understand that the term 'motivation definitions' is vague in of itself. There are the classical motivation definitions used by sociologists, i.e.: fear, reward, and attitude motivation. They are the umbrella group for which most motivation definitions come under, and will explain these in a moment.

The truth is that most people are looking for motivation definitions to understand how a person decided to act on a decision. The motivation definitions often fail to provided the real answers we are seeking because we all know examples of people who have plenty of 'motivation', but don't act on it.

The perfect example can be seen by the fact that North Americans are getting dangerously overweight. Yet it has been shown that people have the opinion that 'fit' people are seen as sexier, healthier, better mates, smarter, and more dynamic.

Those are very powerful motivations and yet...

So many people do not eat healthy nor do they exercise to keep themselves in shape. Clearly in spite of tremendous motivation, the action does not follow. The reason you can't find the

motivation definitions to explain this is that the problem doesn't stem from the lack of motivation.

Let's examine the basics of motivation, going from the most primitive to the more advanced forms of motivation. However, let's make the mental leap to the real problems that motivation definitions don't touch.

► Fear Motivation:

As far as motivation definitions go. This is an easy one to get a handle on. It's one of the oldest forms of motivation and one of the most powerful... in certain situations.

Humans react to fear or threat in many ways, but those reactions can usually be divided up into the two categories of Fight or Flight. That is to say that when people are threatened they will either attack the threat or run away from it. This of course can be done physically or mentally.

For example: A person who responds to a salesperson in a store with 'I'm just looking', is often displaying an example of fleeing.

If we do not run, we will face our foe and attack. Most day-to-day fears, however, are not caused by wild beasts or actual physical danger. Most fears today are intangible fears. The fear of losing a job, the fear of being embarrassed, the fear of making a mistake, etc.; these fears are not things that can be pointed at external to us. They are extremely powerful for the very reason that they are hard to find.

You can kill a lion that is attacking a village, but it is more difficult to kill a fear of the unknown, for the obvious reason that if it is unknown, how do you get to it.

As a tool to motivate people, fear has many disadvantages. Fear based motivation causes resentment resistance and revenge. It is seen for what it is, an attack. By its very nature, fear is not sustaining or sustainable. People who are motivated by fear will seek ways to extricate themselves from the situation that causes the fear. This will not always be done by fulfilling the desire of the 'motivator'.

People eventually get used to the things that they're afraid of or change the situation so they don't have to feel the fear. Most constants are canceled out after a while and many people have gotten used to living under threats. Fear motivation, then, eventually loses its capacity to influence.

Threatening someone that they will be fired if they do not do their job correctly may have an impact upon the person causing them to try to improve their performance. However, that motivation is based on external forces and it requires that someone always be there to impose the threat.

Because of these things, Fear motivation is seen as one of the weakest forms of motivation in business and is reserved for the weak and uneducated individuals who show no leadership whatsoever.

Fear is categorized as a motivation definition by virtue of its primal effect on all animals including humans. You will never see a book on training pets that would advocate its use.⁵

► **Reward Motivation:**

This could also be called incentive motivation. It is a promise that if something is carried out, there will be a reward paid upon its completion.

Buying yourself a new suit for getting your taxes done before the deadline is an example of individual reward. When an individual rewards themselves it is a way of saying 'I did a good job', and is in a sense a personal recognition of accomplishment.

It is almost as if you take the place of your own parent by threatening you to something nice because you've been a good boy or girl. It works, because it reminds us of what it was like to have our behaviour approved by our authority figures.

An example of this as a business motivation would be the Bonus! The famous 'Christmas Bonus' was created by companies to induce extra motivation in employees to continue to push their efforts right into the New Year.

The 'Bonus' becomes a good example of the eventual failing of incentives as a long term means to motivate someone. How? Try not paying the bonus in a year that performance was merely 'satisfactory', and then observe the riot that ensues.

⁵ www.wynja.com

Incentives lose their luster after a while, and rather than motivate, becomes a baseline expectation. Those companies that rely on incentive motivation as their primary form of motivation will find that they have to do more and more, for less and less!

That is not to say that incentive motivation doesn't have a place in business. It is not the most effective long-term mover of people, and use it for short, burst shots in the arm.⁶

► **Attitude Motivation:**

An eagle will always choose flying over walking! Why? Because that's what an eagle does. You don't talk them into it, and you can't scare them out of it. An eagle is as an eagle does. That's what attitude motivation is all about. Going after what is in your heart. For companies it's letting people do what they do best in a way that the company benefits from as well.

What can be more motivating than living your life like it was meant to be. Most people never entertain that idea because the house, the kids, the job, the.... comes first. What eventually happens is that the individual becomes distant from who they are.

Attitude means 'how you lean.'

The gauge that measures the bank of an airplane is called an Attitude Meter. It measures which way the plane is leaning with respect to the horizon. Your attitudes are an expression of what you lean towards with regards to your ideas and your values. These attitudes become corporal, literally residing in your body tissue.

⁶ www.wynja.com

That's why body language experts can tell if a person is 'exaggerating the truth'. Your words reflect your thinking, but your body reflects your attitudes. The greatest form of motivation is doing something because of who you are. Of all the motivation definitions, Attitude motivation stands at the top as the most powerful.

Companies seem to have difficulty with this one because by its nature, you can't treat everyone the same. In fact the differences are celebrated.

The difficulty with attitude motivation is that, though it is much more powerful than fear or incentive motivation, using it in the workplace often means being able to see past many people's actions in order to look at who they really are. Just like a child who will act up and appear to be disobedient when it is lacking attention, adults do not always show our best behaviour when we are not going after that which makes up who we are.

The motivator has to have an idea about what makes the person click, or at least provide the environment where the employee can seek to develop their own goals and ambitions. The trick then is to mesh individual and company goals such that when the employee is fulfilling their own goals they are also fulfilling the goals of the company.⁷

► Internal vs. External Motivation:

It should be obvious by now that with the three motivation definitions given, the first two, that of fear and reward motivation are external motivations while the third motivaion

⁷ www.wynja.com

definition; Attitude motivation is the one true internally driven motivation. The allure of the external motivation 'techniques' is the control that they exert on the individual. Empires and religions were built almost exclusively with them. Unfortunately most were destroyed by them as well.

Motivation whether for ourselves or through motivating others, must satisfy the question: 'What will be gained or what loss will it prevent in the person being motivated.' We can surmise that a loss is something to fear, and a gain is something desirable. From the motivational perspective then, whether it is to motivate ourselves or others, the question that must be asked of the activity is:

'What will it get me or them, or what will stop me or them from losing.'

Every gain, every time something happens to you that is positive changes your life. Winning millions of dollars in a lottery when you have been 'getting by', changes your life in a big way.

What is not changing automatically is whom you see yourself to be. Consequently, and this is very important – If the change, (no matter how good it is), seems contrary to the way your self-images see you, then your self-image will actually see the change as potentially harmful to you!

In spite of how much you're happy with the change, your self-image will try to undo the change.

Look at how many people who have won lotteries and two years later were right back where they started from. The 'winner' in those cases were the self-images.

Now of course not everyone who won at lotteries lost all their money. Only the ones who had self-images that are allowed to drive the bus called your life, and believed that the gain was somehow a net loss and therefore tried to stop it from happening.⁸

⁸ www.wynja.com

II. HUMAN NEEDS AND MASLOW'S HIERARCHY OF NEEDS

2.1. The Types of Human Needs

There are two types of human needs.

► **Primary Needs:** These are basic physical needs including food, water, sex, sleep, air, and a reasonably comfortable temperature. These needs arise from the basic requirements of life and are important for survival of the human race. They are, therefore, universal among people, but they vary in intensity from one person to another. For example, a child needs much more sleep than an older person.

► **Secondary Needs:** Secondary needs are more vague because they represent needs of the mind and spirit rather than of the physical body. Many of these needs are developed as one matures. Examples are rivalry, self-esteem, sense of duty, self-assertion, giving, belonging, and receiving affection. The secondary needs are the ones that complicate the motivational efforts to managers. Nearly any action that management takes will affect secondary needs; therefore, management planning should consider the effect of any proposed action on the secondary needs of employees.⁹

⁹ Organizational Behaviour, John W. Newstorm & Keith Davis

2.2.The Theories of Motivation

Understanding what motivated employees and how they were motivated was the focus of many researchers following the publication of the Hawthorne Study results (Terpstra,1979). Five major approaches that have led to our understanding of motivation are Maslow's need-hierarchy theory, Herzberg's two-factor theory, Vroom's expectancy theory, Adam's equity theory, and Skinner's reinforcement theory.

According to Maslow, employees have five levels of needs (Maslow, 1943): physiological, safety, social, ego, and self-actualizing. Maslow argued that lower level needs had to be satisfied before the next higher level need would motivate employees. Herzberg's work categorized motivation into two factors: motivators and hygienes (Herzberg, Mausner, & Snyderman, 1959). Motivator or intrinsic factors, such as pay and job security, produce job satisfaction.

Vroom's theory is based on the belief that employee effort will lead to performance and performance will lead to rewards (Vroom, 1964). Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated.

Adam's theory simply states those employees' behaviours that lead to positive outcomes will be repeated and behaviours that lead to negative outcomes will not be repeated (Skinner, 1953). Managers should positively reinforce employee behaviours that lead to positive

outcomes. Managers should negatively reinforce employee behaviour that leads to negative outcomes.¹⁰

2.3. Description of Maslow's Motivation Theory

Abraham Maslow is considered to be the father of Humanistic Psychology, also known as the 'Third Force'. Humanistic Psychology incorporates aspects of both Behavioural Psychology and Psychoanalytic Psychology. Behaviourists believe that human behaviour is controlled by external environmental factors. Psychoanalytic Psychology is based on the idea that human behaviour is controlled by internal unconscious forces. Though he studied both Behavioural and Psychoanalytic Psychologies, Maslow refuted the idea that human behaviour is controlled by only internal or external forces. Instead, Maslow's motivation theory states that man's behaviour is controlled by both internal and external factors. In addition he emphasizes that humans have the unique ability to make choices and exercise free-will.

Maslow showed little interest in animal or laboratory studies of human behaviour. He chose instead to collect data for his theories by studying outstanding individuals. His studies led him to believe that people have certain needs which are unchanging and genetic in origin. These needs are the same in all cultures and are both physiological and psychological. Maslow described these needs as being hierarchical in nature, meaning that some needs are

¹⁰ www.whoosh.org

more basic or more powerful than others and as these needs are satisfied, other higher needs emerge.

Abraham Maslow developed the Hierarchy of Needs model in 1940-50s USA. Maslow's Hierarchy of Needs remains valid today for understanding human motivation and for management training. Abraham Maslow's key book, *Motivation and Personality*, was first published in 1954 (second edition 1970). Maslow was born in New York in 1908 and died in 1970, although various publications appear in Maslow's name in later years. Maslow's PhD in psychology in 1934 at the University of Wisconsin formed the basis of his motivational research, initially studying rhesus monkeys. Maslow later moved to New York's Brooklyn College.¹¹

Maslow's Hierarchy of Needs states that we must satisfy each need in turn, starting with the first, which deals with the most obvious needs for survival itself.

Only when the lower order needs of physical and emotional well-being are satisfied are we concerned with the higher order needs of influence and personal development.

Conversely, if the things that satisfy our lower order needs are swept away, we are no longer concerned about the maintenance of our higher order needs.

Maslow studied exemplary people such as Albert Einstein, Jane Addams, Eleanor Roosevelt, and Frederick Douglass rather than mentally ill or neurotic people. This was a radical

¹¹ www.businessball.com

departure from two of the chief schools of psychology of his day: Freud and Skinner. Freud saw little difference between the motivations of humans and animals. We are supposedly rational beings; however, we do not act that way. Such pessimism, Maslow believed, was the result of Freud's study of mentally ill people. 'The study of crippled, stunted, immature, and unhealthy specimens can yield only a cripple psychology and a cripple philosophy' (Motivation and Personality). Skinner, on the other hand, studied how pigeons and white rats learn. His motivational models were based on simple rewards such as food and water, sex, and avoidance of pain. Say 'sit' to your dog and give the dog a treat when it sits, and after several repetitions – the dog will sit when you command it to do so. Maslow thought that psychologists should instead study the playfulness, affection, etc., of animals. He also believed that Skinner discounted things that make humans different from each other. Instead, Skinner relied on statistical descriptions of people.¹²

Maslow's hierarchy of needs was an alternative to the depressing determinism of Freud and Skinner. He felt that people are basically trustworthy, self-protecting, and self-governing. Humans tend toward growth and love. Although there is a continuous cycle of human wars, murder, deceit, etc., he believed that violence is not what human needs are thwarted. In other words, people who are deprived of lower needs such as safety may defend themselves by violent means. He did not believe that humans are violent because they enjoy violence. Or that they lie, cheat, and steal because they enjoy doing it.

According to Maslow, there are general types of needs (physiological, safety, love and esteem) that must be satisfied before a person can act unselfishly. He called these needs

¹² www.motivation_club.com

‘deficiency needs.’ As long as we are motivated to satisfy these cravings, we are moving towards growth, toward self-actualization. Satisfying needs is healthy, blocking gratification makes us sick or evil. In other words, we are all ‘needs junkies’ with cravings that must be satisfied and should be satisfied. Else, we become sick.

Needs are prepotent. A prepotent need is one that has the greatest influence over our actions. Everyone has a prepotent need, but that need will vary among individuals. A teenager may have a need to feel that he/she is accepted by a group. A heroin addict will need to satisfy his/her cravings for heroin to function normally in society, and will not worry about acceptance by other people. According to Maslow, when the deficiency needs are met: At one other (and higher) needs emerge, and these, rather than physiological hungers, dominate the organism. And when these in turn are satisfied, again new (and still higher) needs emerge, and so on. As one desire is satisfied, another pops up to take its place.

2.3.1. Basic / Physiological Needs

Physiological needs are the very basic needs such as air, water, food, sleep, sex, etc. When these are not satisfied we may feel sickness, irritation, pain, discomfort, ect. These feelings motivate us to alleviate them as soon as possible to establish homeostasis. Once they are alleviated, we may think about things.

2.3.2. Safety Needs

Safety needs have to do with establishing stability and consistency in a chaotic world. These needs are mostly psychological in nature. We need the security of a home and family. However, if a family is dysfunctional, i.e., an abusive husband, the wife cannot move to the next level because she is constantly concerned for her safety. Love and belongingness have to wait until she is no longer cringing in fear. Many in our society cry out for law and order because they do not feel safe enough to go for a walk in their neighbourhood. Many people, particularly those in the inner cities, unfortunately, are stuck at this level. In addition, safety needs sometimes motivate people to be religious. Religions comfort us with the promise of a safe secure place after we die and leave the insecurity of this world.

2.3.3. Belongingness and Love Needs

Love and belongingness are next on the ladder. Humans have a desire to belong to groups: clubs, work groups, religious groups, family, gangs, etc. We need to feel loved (non-sexual) by others, to be accepted by others. Performers appreciate applause. We need to be needed. Beer commercials, in addition to playing on sex, also often show how beer makes for camaraderie. When was the last time you saw a beer commercial with someone drinking beer alone?

2.3.4. Esteem Needs

There are two types of esteem needs. First is the desire for strength, achievement, adequacy, mastery and competence, confidence in the face of the world, and independence and freedom. Second, there are the reputation or prestige, status, recognition, attention, importance, and dignity.. This is similar to the belongingness level, however, wanting admiration has to do with the need for power. People who have all of their lower needs satisfied, often drive very expensive cars because doing so raises their level of esteem 'Hey, look what I can afford-peon!'

2.3.5. Self-Actualization Needs

The need for self-actualization is 'the desire to become more and more what one is, to become everything that one is capable of becoming.' People who have everything can maximize their potential. They can seek knowledge, peace, esthetic experiences, self-fulfillment, oneness with God, etc.¹³

¹³ www.utk.edu

III. ACCORDING TO MASLOW'S HIERARCHY WHAT MOTIVATES EMPLOYEES IN TRNC

The results of questionnaires show that mostly basic needs motivated the employees in Turkish Republic of Northern Cyprus.

According to the results, thirty-three percent of employees is motivated by basic needs which are water, money, air, food, etc. Eighteen percent of them is motivated by esteem needs. Seventeen percent is motivated by safety needs. The other fifteen percent is motivated by self-actualization. Thirteen percent of them is motivated by belongingness. And four percent of employees in TRNC is motivated by all of the needs which are basic, safety, belongingness, esteem and self-actualization needs.

According to these results, the needs like money, food, air, water, etc are the most effective things that can motivate the employees in TRNC. Most of them don't need to belong to any group of people. They don't want to have higher status, they don't care about stability of their job, etc. And also this questionnaire showed that money is the most important factor that motivates employees and people in our society.

IV. LIMITATIONS

To prepare this study was hard for me. I faced with some limitations. Because I don't know how to use computer very well, typing the study was hard for me. While preparing this study, I had to use internet as well, but because I am not very well in using computer it took me long time.

Preparing questionnaire for motivation that was filled by employees took long time for me. At the end, I prepared twenty questions in order to be asked employees to find out what motivates them mostly.

I could be able to do questionnaire with only 30 employees, I would like to do more but because the preparation of the questionnaire took long time, the time was limited.

V. CONCLUSION

I concluded once again that the motivation is playing very important role in the workplace. As the employees are motivated, they can work better, and help organizations or companies to accomplish their organizational goals.

As I mentioned above in the third part of my study, firstly, employees are motivated by the basic needs. They just want physical needs to be satisfied in order to be motivated. Secondly, they are motivated by esteem needs. That means to be recognized by others is the second motivational drive for employees in TRNC. Thirdly, safety needs motivate employees according to the results of questionnaires. They need their works to be stable as the third motivational drive. The fourth motivational drive is self-actualization that motivates employees. It is not important for the most of employees to have higher status. There are some employees who wants to go higher and higher. And the last drive is belongingness, according to results, very small amount of employees need to belong to a group. Most of them don't care about being accepted by others, or belong to a group or work group. That means the employees generally are egoist. There are some that are humanist, but not that much. Four percent of employees is motivated by all the needs which are basic, safety, belongingness, esteem, and self-actualization

This study showed me that most of the employees are not happy with what they do now. I think this is because they are not motivated in the right way. That means managers do not

know what their employees expect from them, or employees do not know what managers expect from them.

VI. RECOMMENDATION

First of all, as I mentioned above, because employees are not motivated in the right way, most of them are not happy with their job. So, managers should do this kind of researches to determine what motivates their employees. As they know what their employees need, they can be able to satisfy their needs and so motivate them to do their job better, and achieve their organizational goals. This will also help them to communicate with their employees.

According to results, most of employees are egoist nowadays. They should be more humanist, and they should work to belong to a group. According to me, one of the most important factor in success is to be motivated by other people in the group that you take place. And being loved or accepted by others should motivate the people. Because most of the time, people are motivated by their friends to do something.

According to me, all of the Maslow's Hierarchy of Needs are very important to motivate ourselves or the others. As we know this model defends that these five needs should be satisfied step by step, such as first basic needs, then safety needs, then belongingness needs, then esteem needs, and as you satisfied all these needs, then you can need self-actualization. So, the most of the employees should be motivated by all the needs, not only by basic needs. This is necessary to improve oneself, the organization and the country. If only basic needs motivate employees or people in general, they can not go higher, because they do not have any aim for the higher and the future. So, this prevents people and societies to develop.

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APPENDIX A

MOTIVATION QUESTIONNAIRE

The goal of this questionnaire is

- a) to experience first hand the concepts of one of the work-motivation theories – the popular Maslow's Hierarchy of Needs.
- b) to find out what motivates employees at the work in Turkish Republic of Northern Cyprus.

The following questions for the Motivation Questionnaire have possible responses. Please do not skip any questions and answer all the questions for a proper evaluation. After you're done, please check that you have answered all the questions before you go on to get the evaluation. The evaluation will be done separately for the 5 different hierarchies of Maslow's Hierarchy of Needs. The answers can range from a score of -12 through +12.

1. Special wage increases should be given to employees who do their jobs very well.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree

- _____ Somewhat Disagree
_____ Disagree
_____ Strongly Disagree
6. Individual recognition for above standard performance means a lot to employees.
_____ Strongly Agree
_____ Agree
_____ Somewhat Agree
_____ Somewhat Disagree
_____ Disagree
_____ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
_____ Strongly Agree
_____ Agree
_____ Somewhat Agree
_____ Somewhat Disagree
_____ Disagree
_____ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
_____ Strongly Agree
_____ Agree
_____ Somewhat Agree
_____ Somewhat Disagree
_____ Disagree
_____ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
_____ Strongly Agree
_____ Agree
_____ Somewhat Agree
_____ Somewhat Disagree
_____ Disagree
_____ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
_____ Strongly Agree
_____ Agree
_____ Somewhat Agree
_____ Somewhat Disagree
_____ Disagree
_____ Strongly Disagree
11. Many employees want to give their best in everything they do.
_____ Strongly Agree
_____ Agree
_____ Somewhat Agree
_____ Somewhat Disagree
_____ Disagree
_____ Strongly Disagree

12. Management could show more interest in the employees by sponsoring social events after hours.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

13. Pride in one's work is actually an important reward.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

14. Employees want to be able to think of themselves as 'the best' at their own jobs.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

15. The quality of the relationships in the informal work group is quite important.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

16. Individual incentive bonuses would improve the performance of employees.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

17. Visibility with upper management is important to employees.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree

_____ Disagree
_____ Strongly Disagree

19. Job security is important to employees.

_____ Strongly Agree
_____ Agree
_____ Somewhat Agree
_____ Somewhat Disagree
_____ Disagree
_____ Strongly Disagree

20. Having good equipment to work with is important to employees.

_____ Strongly Agree
_____ Agree
_____ Somewhat Agree
_____ Somewhat Disagree
_____ Disagree
_____ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME:

JOB:

COMPANY:

ANSWERS

- SENTENCE 1 (BASIC NEEDS)
- SENTENCE 2 (SAFETY NEEDS)
- SENTENCE 3 (SAFETY NEEDS)
- SENTENCE 4 (BASIC NEEDS)
- SENTENCE 5 (BELONGINGNESS NEEDS)
- SENTENCE 6 (ESTEEM NEEDS)
- SENTENCE 7 (BELONGINGNESS NEEDS)
- SENTENCE 8 (ESTEEM NEEDS)
- SENTENCE 9 (SAFETY NEEDS)
- SENTENCE 10 (SELF-ACTUALIZATION NEEDS)
- SENTENCE 11 (SELF-ACTUALIZATION NEEDS)
- SENTENCE 12 (BELONGINGNESS NEEDS)
- SENTENCE 13 (SELF-ACTUALIZATION NEEDS)
- SENTENCE 14 (ESTEEM NEEDS)
- SENTENCE 15 (BELONGINGNESS NEEDS)
- SENTENCE 16 (BASIC NEEDS)
- SENTENCE 17 (ESTEEM NEEDS)
- SENTENCE 18 (SELF-ACTUALIZATION NEEDS)
- SENTENCE 19 (SAFETY NEEDS)
- SENTENCE 20 (BASIC NEEDS)

BASIC NEEDS =

SAFETY NEEDS =

BELONGINGNESS NEEDS =

ESTEEM NEEDS =

SELF-ACTUALIZATION NEEDS =

APPENDIX B

MOTIVATION QUESTIONNAIRE

Name-Surname: FERAY ÖKSÜZOĞLU

Status: BANKER

Company's Name: VIYABANK LTD

Date: 23/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

7. Indifferent supervision can often bruise feelings.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

8. Employees want to feel that their real skills and capabilities are put to use on their jobs.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

10. Almost every job can be made more stimulating and challenging.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

11. Many employees want to give their best in everything they do.

- ☐ Strongly Agree
- ☒ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

12. Management could show more interest in the employees by sponsoring social events after hours.

- ☒ Strongly Agree

- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

13. Pride in one's work is actually an important reward.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

14. Employees want to be able to think of themselves as 'the best' at their own jobs.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☒ Disagree
- ☐ Strongly Disagree

15. The quality of the relationships in the informal work group is quite important.

- ☐ Strongly Agree
- ☐ Agree
- ☒ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

16. Individual incentive bonuses would improve the performance of employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

17. Visibility with upper management is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

19. Job security is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: FERAY ÖKSÜZOĞLU

JOB: BANKER

COMPANY: VİYABANK LTD.

	ANSWERS
SENTENCE 1 (BASIC NEEDS)	Agree=2
SENTENCE 2 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 3 (SAFETY NEEDS)	Agree=2
SENTENCE 4 (BASIC NEEDS)	Somewhat Agree=1
SENTENCE 5 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 6 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 8 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 9 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 12 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 14 (ESTEEM NEEDS)	Disagree=-2
SENTENCE 15 (BELONGINGNESS NEEDS)	Somewhat Agree=1
SENTENCE 16 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 17 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Strongly Agree=3

$$\text{BASIC NEEDS} = 2+1+3+3 = 9$$

$$\text{SAFETY NEEDS} = 3+2+3+3 = 11$$

$$\text{BELONGINGNESS NEEDS} = 3+3+3+1 = 10$$

$$\text{ESTEEM NEEDS} = 3+3-2+3 = 7$$

$$\text{SELF-ACTUALIZATION NEEDS} = 3+2+3+3 = 11$$

She is motivated by **safety needs** and **self-actualization needs**.

MOTIVATION QUESTIONNAIRE

Name-Surname: ÖNDER ARSAN

Status: SELLER

Company's Name: BAY TUR TYRES TLD.

Date: 20/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☒ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☒ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
- ☐ Strongly Agree

- ☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
13. Pride in one's work is actually an important reward.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
14. Employees want to be able to think of themselves as 'the best' at their own jobs.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
15. The quality of the relationships in the informal work group is quite important.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
16. Individual incentive bonuses would improve the performance of employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
17. Visibility with upper management is important to employees.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☒ Strongly Disagree

19. Job security is important to employees.

- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

20. Having good equipment to work with is important to employees..

- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: ÖNDER ARSAN

JOB: SALESMAN

COMPANY: BAY TUR TYRES TLT.

	ANSWERS
SENTENCE 1 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 2 (SAFETY NEEDS)	Agree=2
SENTENCE 3 (SAFETY NEEDS)	Disagree=-2
SENTENCE 4 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 5 (BELONGINGNESS NEEDS)	Disagree=-2
SENTENCE 6 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 8 (ESTEEM NEEDS)	Agree=2
SENTENCE 9 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 12 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 14 (ESTEEM NEEDS)	Agree=2
SENTENCE 15 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 16 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 17 (ESTEEM NEEDS)	Agree=2
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Strongly Disagree=-3
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Agree=2

$$\text{BASIC NEEDS} = 3+3+3+2 = 11$$

$$\text{SAFETY NEEDS} = 2-2+3+3 = 10$$

$$\text{BELONGINGNESS NEEDS} = -2+3+2+2 = 5$$

$$\text{ESTEEM NEEDS} = 3+2+2+2 = 9$$

$$\text{SELF-ACTUALIZATION NEEDS} = 2+2+3+3 = 10$$

He is motivated by **basic needs**.

MOTIVATION QUESTIONNAIRE

Name-Surname: AHMET DÜKYANCI

Status: BUILDER

Company's Name: KORMAN CONSTRUCTION LTD.

Date: 26/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
- ☐ Strongly Agree
 - ☐ Agree
 - ☐ Somewhat Agree
 - ☒ Somewhat Disagree
 - ☐ Disagree
 - ☐ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
- ☒ Strongly Agree
 - ☐ Agree
 - ☐ Somewhat Agree
 - ☐ Somewhat Disagree
 - ☐ Disagree
 - ☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
- ☒ Strongly Agree
 - ☐ Agree
 - ☐ Somewhat Agree
 - ☐ Somewhat Disagree
 - ☐ Disagree
 - ☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
- ☐ Strongly Agree
 - ☒ Agree
 - ☐ Somewhat Agree
 - ☐ Somewhat Disagree
 - ☐ Disagree
 - ☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
- ☒ Strongly Agree
 - ☐ Agree
 - ☐ Somewhat Agree
 - ☐ Somewhat Disagree
 - ☐ Disagree
 - ☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
- ☒ Strongly Agree
 - ☐ Agree
 - ☐ Somewhat Agree
 - ☐ Somewhat Disagree
 - ☐ Disagree
 - ☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
- ☐ Strongly Agree

- ☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
13. Pride in one's work is actually an important reward.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
14. Employees want to be able to think of themselves as 'the best' at their own jobs.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
15. The quality of the relationships in the informal work group is quite important.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
16. Individual incentive bonuses would improve the performance of employees.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
17. Visibility with upper management is important to employees.
- ☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.
- ☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

19. Job security is important to employees.

- ☐ Strongly Agree
- ☒ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

- ☐ Strongly Agree
- ☒ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: AHMET DÜKYANCI
JOB: BUILDER
COMPANY: KORMAN CONSTRUCTION LTD.

Date:

SENTENCE	ANSWERS
SENTENCE 1 (BASIC NEEDS)	Agree=2
SENTENCE 2 (SAFETY NEEDS)	Somewhat Agree=1
SENTENCE 3 (SAFETY NEEDS)	Agree=2
SENTENCE 4 (BASIC NEEDS)	Somewhat Agree=1
SENTENCE 5 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 6 (ESTEEM NEEDS)	Somewhat Disagree=-1
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 8 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 9 (SAFETY NEEDS)	Agree=2
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 12 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 14 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 15 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 16 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 17 (ESTEEM NEEDS)	Somewhat Agree=1
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Somewhat Agree=1
SENTENCE 19 (SAFETY NEEDS)	Agree=2
SENTENCE 20 (BASIC NEEDS)	Agree=2

$$\text{BASIC NEEDS} = 2+1+3+2 = 8$$

$$\text{SAFETY NEEDS} = 1+2+2+2 = 7$$

$$\text{BELONGINGNESS NEEDS} = 2+3+2+3 = 10$$

$$\text{ESTEEM NEEDS} = -2+3+3+1 = 5$$

$$\text{SELF-ACTUALIZATION NEEDS} = 3+3+2+1 = 9$$

He is motivated by **belongingness needs**.

MOTIVATION QUESTIONNAIRE

Name-Surname: YEŞİM HACIOĞLULARI

Status: WORKER

Company's Name: BEBEGİM ANAOKULU

Date: 24/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
- ☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
- ☐ Strongly Agree



- ☐ Agree
☐ Somewhat Agree
☒ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
13. Pride in one's work is actually an important reward.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
14. Employees want to be able to think of themselves as 'the best' at their own jobs.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
15. The quality of the relationships in the informal work group is quite important.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
16. Individual incentive bonuses would improve the performance of employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
17. Visibility with upper management is important to employees.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

19. Job security is important to employees.

- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: YEŞİM HACIOĞULLARI
JOB: WORKER
COMPANY: BEBEĞİM ANAOKULU

	ANSWERS
SENTENCE 1 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 2 (SAFETY NEEDS)	Agree=2
SENTENCE 3 (SAFETY NEEDS)	Agree=2
SENTENCE 4 (BASIC NEEDS)	Somewhat Agree=1
SENTENCE 5 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 6 (ESTEEM NEEDS)	Agree=2
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 8 (ESTEEM NEEDS)	Agree=2
SENTENCE 9 (SAFETY NEEDS)	Agree=2
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Somewhat Agree=1
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 12 (BELONGINGNESS NEEDS)	Somewhat Disagree=-1
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 14 (ESTEEM NEEDS)	Somewhat Agree=1
SENTENCE 15 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 16 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 17 (ESTEEM NEEDS)	Agree=2
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Strongly Agree=3

$$\text{BASIC NEEDS} = 3+1+3+3 = 10$$

$$\text{SAFETY NEEDS} = 2+2+2+3 = 9$$

$$\text{BELONGINGNESS NEEDS} = 3+3-1+2 = 7$$

$$\text{ESTEEM NEEDS} = 2+2+1+2 = 7$$

$$\text{SELF-ACTUALIZATION NEEDS} = 1+2+2+2 = 7$$

She is motivated by **basic needs**.

MOTIVATION QUESTIONNAIRE

Name-Surname: ERKAN EFE

Status: MARKETER

Company's Name: ARDEN GIDA

Date: 23/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
- ☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
- ☐ Strongly Agree

- ☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
13. Pride in one's work is actually an important reward.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
14. Employees want to be able to think of themselves as 'the best' at their own jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
15. The quality of the relationships in the informal work group is quite important.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
16. Individual incentive bonuses would improve the performance of employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
17. Visibility with upper management is important to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

19. Job security is important to employees.

- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: ERKAN EFE
JOB: MARKETER
COMPANY: ARDEN GIDA

	ANSWERS
SENTENCE 1 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 2 (SAFETY NEEDS)	Agree=2
SENTENCE 3 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 4 (BASIC NEEDS)	Agree=2
SENTENCE 5 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 6 (ESTEEM NEEDS)	Somewhat Agree=1
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 8 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 9 (SAFETY NEEDS)	Agree=2
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 12 (BELONGINGNESS NEEDS)	Somewhat Agree=1
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 14 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 15 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 16 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 17 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Strongly Agree=3

$$\text{BASIC NEEDS} = 3+2+3+3 = 11$$

$$\text{SAFETY NEEDS} = 2+3+2+3 = 10$$

$$\text{BELONGINGNESS NEEDS} = 3+3+1+2 = 9$$

$$\text{ESTEEM NEEDS} = 1+3+3+3 = 10$$

$$\text{SELF-ACTUALIZATION NEEDS} = 2+3+3+2 = 10$$

He is motivated by **basic needs**.

MOTIVATION QUESTIONNAIRE

Name-Surname: CÜNEYT PEKTAN

Status: MARKETER

Company's Name: İPEK HOME

Date: 22/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
- ☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
- ☒ Strongly Agree

- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

13. Pride in one's work is actually an important reward.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

14. Employees want to be able to think of themselves as 'the best' at their own jobs.

- ☐ Strongly Agree
- ☒ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

15. The quality of the relationships in the informal work group is quite important.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

16. Individual incentive bonuses would improve the performance of employees.

- ☐ Strongly Agree
- ☒ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

17. Visibility with upper management is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.

- ☐ Strongly Agree
- ☒ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

19. Job security is important to employees.

- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: CÜNEYT PEKTAN
JOB: MARKETER
COMPANY: İPEK HOME

	ANSWERS
SENTENCE 1 (BASIC NEEDS)	Agree=2
SENTENCE 2 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 3 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 4 (BASIC NEEDS)	Agree=2
SENTENCE 5 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 6 (ESTEEM NEEDS)	Somewhat Agree=1
SENTENCE 7 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 8 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 9 (SAFETY NEEDS)	Agree=2
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 12 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 14 (ESTEEM NEEDS)	Agree=2
SENTENCE 15 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 16 (BASIC NEEDS)	Agree=2
SENTENCE 17 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Strongly Agree=3

$$\text{BASIC NEEDS} = 2+2+2+3 = 9$$

$$\text{SAFETY NEEDS} = 3+3+2+3 = 11$$

$$\text{BELONGINGNESS NEEDS} = 3+2+3+3 = 11$$

$$\text{ESTEEM NEEDS} = 1+3+2+3 = 9$$

$$\text{SELF-ACTUALIZATION NEEDS} = 3+3+3+2 = 11$$

He is motivated by **safety, belongingness, and self-actualization needs.**

MOTIVATION QUESTIONNAIRE

Name-Surname: MURAT GÖKÇE

Status: MARKETER

Company's Name: ADEM KANER

Date: 22/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
☒ Strongly Agree

- ☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
13. Pride in one's work is actually an important reward.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
14. Employees want to be able to think of themselves as 'the best' at their own jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
15. The quality of the relationships in the informal work group is quite important.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
16. Individual incentive bonuses would improve the performance of employees.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
17. Visibility with upper management is important to employees.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

19. Job security is important to employees.

- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: MURAT GÖKÇE
JOB: MARKETER
COMPANY: ADEM KANER

	ANSWERS
SENTENCE 1 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 2 (SAFETY NEEDS)	Agree=2
SENTENCE 3 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 4 (BASIC NEEDS)	Agree=2
SENTENCE 5 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 6 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 7 (BELONGINGNESS NEEDS)	Somewhat Agree=1
SENTENCE 8 (ESTEEM NEEDS)	Somewhat Agree=1
SENTENCE 9 (SAFETY NEEDS)	Agree=2
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 12 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 14 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 15 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 16 (BASIC NEEDS)	Agree=2
SENTENCE 17 (ESTEEM NEEDS)	Agree=2
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 19 (SAFETY NEEDS)	Agree=2
SENTENCE 20 (BASIC NEEDS)	Agree=2

$$\text{BASIC NEEDS} = 3+2+2+2 = 9$$

$$\text{SAFETY NEEDS} = 2+3+2+2 = 9$$

$$\text{BELONGINGNESS NEEDS} = 2+1+3+3 = 9$$

$$\text{ESTEEM NEEDS} = 3+1+3+2 = 9$$

$$\text{SELF-ACTUALIZATION NEEDS} = 2+2+2+3 = 9$$

He is motivated by basic, safety, belongingness, esteem, and self-actualization needs.

MOTIVATION QUESTIONNAIRE

Name-Surname: SÜMER YILDIRIM

Status: SECRETARY

Company's Name: GÜNCEL TİCARET

Date: 21/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☒ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
- ☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
- ☐ Strongly Agree

- ☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
13. Pride in one's work is actually an important reward.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
14. Employees want to be able to think of themselves as 'the best' at their own jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
15. The quality of the relationships in the informal work group is quite important.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
16. Individual incentive bonuses would improve the performance of employees.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☒ Strongly Disagree
17. Visibility with upper management is important to employees.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☒ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

19. Job security is important to employees.

☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: SÜMER YILDIRIM
JOB: SECRETARY
COMPANY: GÜNCEL TİCARET

	ANSWERS
SENTENCE 1 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 2 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 3 (SAFETY NEEDS)	Somewhat Disagree=-1
SENTENCE 4 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 5 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 6 (ESTEEM NEEDS)	Somewhat Agree=1
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 8 (ESTEEM NEEDS)	Agree=2
SENTENCE 9 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 12 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 14 (ESTEEM NEEDS)	Agree=2
SENTENCE 15 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 16 (BASIC NEEDS)	Strongly Disagree=-3
SENTENCE 17 (ESTEEM NEEDS)	Somewhat Disagree=-1
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Somewhat Agree=1
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Strongly Agree=3

$$\text{BASIC NEEDS} = 3+3-3+3 = 6$$

$$\text{SAFETY NEEDS} = 3-1+3+3 = 8$$

$$\text{BELONGINGNESS NEEDS} = 3+3+2+2 = 10$$

$$\text{ESTEEM NEEDS} = 1+2+2-1 = 4$$

$$\text{SELF-ACTUALIZATION NEEDS} = 3+3+3+1 = 10$$

He is motivated by **belongingness and self-actualization needs**.

MOTIVATION QUESTIONNAIRE

Name-Surname: AYŞE ONBAŞI

Status: SECRETARY

Company's Name: MESAN İNŞAAT ŞTİ. LTD.

Date: 25/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
☐ Strongly Agree

- ☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
13. Pride in one's work is actually an important reward.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
14. Employees want to be able to think of themselves as 'the best' at their own jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
15. The quality of the relationships in the informal work group is quite important.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
16. Individual incentive bonuses would improve the performance of employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
17. Visibility with upper management is important to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

19. Job security is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: AYŞE ONBAŞI

JOB: SECRETARY

COMPANY: MESAN İNŞAAT ŞTİ. LTD.

ANSWERS	
SENTENCE 1 (BASIC NEEDS)	Strongly Agree= 3
SENTENCE 2 (SAFETY NEEDS)	Strongly Agree= 3
SENTENCE 3 (SAFETY NEEDS)	Agree= 2
SENTENCE 4 (BASIC NEEDS)	Agree=2
SENTENCE 5 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 6 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree= 3
SENTENCE 8 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 9 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 12 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 14 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 15 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 16 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 17 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Strongly Agree=3

$$\text{BASIC NEEDS} = 3+2+3+3 = 11$$

$$\text{SAFETY NEEDS} = 3+2+3+3 = 11$$

$$\text{BELONGINGNESS NEEDS} = 3+3+2+3 = 11$$

$$\text{ESTEEM NEEDS} = 3+3+3+3 = 12$$

$$\text{SELF-ACTUALIZATION NEEDS} = 3+3+3+2 = 11$$

She is motivated by esteem needs.

MOTIVATION QUESTIONNAIRE

Name-Surname: ABDO NAZIKDIL

Status: GLAZIER

Company's Name: COUSINS LTD.

Date: 25/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
☒ Strongly Agree

- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

13. Pride in one's work is actually an important reward.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

14. Employees want to be able to think of themselves as 'the best' at their own jobs.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

15. The quality of the relationships in the informal work group is quite important.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

16. Individual incentive bonuses would improve the performance of employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

17. Visibility with upper management is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

19. Job security is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: ABDO NAZİKDİL
JOB: GLAZIER
COMPANY: COUSINS LTD.

	ANSWERS
SENTENCE 1 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 2 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 3 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 4 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 5 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 6 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 8 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 9 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 12 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 14 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 15 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 16 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 17 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Strongly Agree=3

BASIC NEEDS = 3+2+3+3 = 12

SAFETY NEEDS = 3+3+3+3 = 12

BELONGINGNESS NEEDS = 3+3+3+3 = 12

ESTEEM NEEDS = 3+3+3+3 = 12

SELF-ACTUALIZATION NEEDS = 3+3+3+3 = 12

He is motivated by **all needs**.

MOTIVATION QUESTIONNAIRE

Name-Surname: YUSUF KAYNAK

Status: ALUMINIUM

Company's Name: COUSINS LTD.

Date: 26/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☒ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
☒ Strongly Agree

- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

13. Pride in one's work is actually an important reward.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

14. Employees want to be able to think of themselves as 'the best' at their own jobs.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

15. The quality of the relationships in the informal work group is quite important.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

16. Individual incentive bonuses would improve the performance of employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

17. Visibility with upper management is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

Agree

Somewhat Disagree

Strongly Disagree

Agree

Somewhat Disagree

Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: YUSUF KAYNAK
JOB: ALUMINIUM
COMPANY: COUSINS LTD.

ANSWERS	
SENTENCE 1 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 2 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 3 (SAFETY NEEDS)	Strongly Disagree=1
SENTENCE 4 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 5 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 6 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 8 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 9 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 12 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 14 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 15 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 16 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 17 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Strongly Agree=3

$$\text{BASIC NEEDS} = 3+3+3+3 = 12$$

$$\text{SAFETY NEEDS} = 3-3+3+3 = 6$$

$$\text{BELONGINGNESS NEEDS} = 3+3+3+3 = 12$$

$$\text{ESTEEM NEEDS} = 3+3+3+3 = 12$$

$$\text{SELF-ACTUALIZATION NEEDS} = 3+3+3+3 = 12$$

He is motivated by **basic needs, belongingness needs, esteem, and self-actualization needs.**

MOTIVATION QUESTIONNAIRE

Name Surname: CEMALİYE DÜKYANCI

Status: MOBILE SELLER

Company's Name: ÖZÜSTÜN TELEKOM

Date: 26/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
- ☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☒ Disagree
☐ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
- ☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
- ☐ Strongly Agree

- ☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
13. Pride in one's work is actually an important reward.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
14. Employees want to be able to think of themselves as 'the best' at their own jobs.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☒ Disagree
☐ Strongly Disagree
15. The quality of the relationships in the informal work group is quite important.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
16. Individual incentive bonuses would improve the performance of employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
17. Visibility with upper management is important to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

19. Job security is important to employees.

- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: CEMALIYE DÜKYANCI
JOB: MOBILE SELLER
COMPANY: ÖZÜSTÜN TELEKOM

	ANSWERS
SENTENCE 1 (BASIC NEEDS)	Agree=2
SENTENCE 2 (SAFETY NEEDS)	Agree=2
SENTENCE 3 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 4 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 5 (BELONGINGNESS NEEDS)	Somewhat Agree=1
SENTENCE 6 (ESTEEM NEEDS)	Disagree=-2
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 8 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 9 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Somewhat Agree=1
SENTENCE 12 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 14 (ESTEEM NEEDS)	Disagree=-2
SENTENCE 15 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 16 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 17 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Strongly Agree=3

$$\text{BASIC NEEDS} = 2+3+3+3 = 11$$

$$\text{SAFETY NEEDS} = 2+3+3+3 = 11$$

$$\text{BELONGINGNESS NEEDS} = 1+3+2+2 = 8$$

$$\text{ESTEEM NEEDS} = -2+3-2+3 = 2$$

$$\text{SELF-ACTUALIZATION NEEDS} = 2+1+3+2 = 9$$

She is motivated by **basic needs and safety needs**.

MOTIVATION QUESTIONNAIRE

Name-Surname: KEZBAN POYRAZLAR

Status: ACCOUNTANT

Company's Name: RAMADAN CEMİL İŞL.

Date: 23/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
- ☐ Strongly Agree

- ☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
13. Pride in one's work is actually an important reward.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
14. Employees want to be able to think of themselves as 'the best' at their own jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
15. The quality of the relationships in the informal work group is quite important.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
16. Individual incentive bonuses would improve the performance of employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
17. Visibility with upper management is important to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

19. Job security is important to employees.

- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

BASIC NEEDS = 10

SAFETY NEEDS = 3 + 3 + 1 = 10

BELONGINGNESS NEEDS = 3 + 3 + 1 + 2 = 10

ESTEEM NEEDS = 3 + 3 + 3 + 1 = 12

SELF-ACTUALIZATION NEEDS = 2 + 3 + 1 + 1 = 7

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: KEZBAN POYRAZLAR
JOB: ACCOUNTANT
COMPANY: RAMADAN CEMİL İŞL.

	ANSWERS
SENTENCE 1 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 2 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 3 (SAFETY NEEDS)	Somewhat Agree=1
SENTENCE 4 (BASIC NEEDS)	Agree=2
SENTENCE 5 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 6 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 8 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 9 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 12 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Somewhat Agree=1
SENTENCE 14 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 15 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 16 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 17 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Strongly Agree=3

$$\text{BASIC NEEDS} = 3+2+3+3 = 11$$

$$\text{SAFETY NEEDS} = 3+1+3+3 = 10$$

$$\text{BELONGINGNESS NEEDS} = 3+3+2+2 = 10$$

$$\text{ESTEEM NEEDS} = 3+3+3+3 = 12$$

$$\text{SELF-ACTUALIZATION NEEDS} = 2+3+1+2 = 8$$

She is motivated by **esteem needs**.

MOTIVATION QUESTIONNAIRE

Name-Surname: NİYAZI KARA

Status: MARKETER

Company's Name: GÜNCEL TİC.

Date: 21/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☒ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
- ☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
- ☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
- ☒ Strongly Agree

- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

13. Pride in one's work is actually an important reward.

- ☐ Strongly Agree
- ☒ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

14. Employees want to be able to think of themselves as 'the best' at their own jobs.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

15. The quality of the relationships in the informal work group is quite important.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

16. Individual incentive bonuses would improve the performance of employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

17. Visibility with upper management is important to employees.

- ☐ Strongly Agree
- ☒ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☒ Disagree
- ☐ Strongly Disagree

19. Job security is important to employees.

- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: NİYAZİ KARA

JOB: MARKETER

COMPANY: GÜNCEL TİCARET

SENTENCE 1 (BASIC NEEDS)	ANSWERS
SENTENCE 2 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 3 (SAFETY NEEDS)	Agree=2
SENTENCE 4 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 5 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 6 (ESTEEM NEEDS)	Strongly Disagree=-3
SENTENCE 7 (BELONGINGNESS NEEDS)	Somewhat Agree=1
SENTENCE 8 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 9 (SAFETY NEEDS)	Agree=2
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Somewhat Agree=1
SENTENCE 12 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 14 (ESTEEM NEEDS)	Agree=2
SENTENCE 15 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 16 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 17 (ESTEEM NEEDS)	Agree=2
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Disagree=-2
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Agree=2

$$\text{BASIC NEEDS} = 3+2+3+2 = 10$$

$$\text{SAFETY NEEDS} = 2+3+3+3 = 11$$

$$\text{BELONGINGNESS NEEDS} = -3+3+3+3 = 6$$

$$\text{ESTEEM NEEDS} = 1+2+3+2 = 8$$

$$\text{SELF-ACTUALIZATION NEEDS} = 1+3+2-2 = 4$$

He is motivated by **safety needs**.

MOTIVATION QUESTIONNAIRE

Name-Surname: AHMET ANILAR

Status: ALUMINIUM

Company's Name: COUSINS LTD.

Date: 25/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☒ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☒ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☒ Disagree
☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
☒ Strongly Agree

- ☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
13. Pride in one's work is actually an important reward.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
14. Employees want to be able to think of themselves as 'the best' at their own jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
15. The quality of the relationships in the informal work group is quite important.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
16. Individual incentive bonuses would improve the performance of employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
17. Visibility with upper management is important to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

19. Job security is important to employees.

- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: AHMET ANLAR
JOB: ALUMINIUM
COMPANY: COUSINS LTD.

	ANSWERS
SENTENCE 1 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 2 (SAFETY NEEDS)	Agree=2
SENTENCE 3 (SAFETY NEEDS)	Disagree=-2
SENTENCE 4 (BASIC NEEDS)	Agree=2
SENTENCE 5 (BELONGINGNESS NEEDS)	Disagree=-2
SENTENCE 6 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 8 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 9 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Disagree=-2
SENTENCE 12 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 14 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 15 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 16 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 17 (ESTEEM NEEDS)	Strongly Agree=
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Somewhat Agree=1
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=1
SENTENCE 20 (BASIC NEEDS)	Agree=2

$$\text{BASIC NEEDS} = 3+2+3+2 = 10$$

$$\text{SAFETY NEEDS} = 2-2+3+3 = 6$$

$$\text{BELONGINGNESS NEEDS} = -2+3+3+2 = 6$$

$$\text{ESTEEM NEEDS} = 3+3+3+3 = 12$$

$$\text{SELF-ACTUALIZATION NEEDS} = 3-2+3+1 = 5$$

He is motivated by esteem needs.

MOTIVATION QUESTIONNAIRE

Name-Surname: GÜZİNE YILDIR

Status: CASHIER

Company's Name: FELLAHOĞLU JEWELRY

Date: 25/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☒ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
- ☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
- ☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
- ☐ Strongly Agree

- ☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
13. Pride in one's work is actually an important reward.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
14. Employees want to be able to think of themselves as 'the best' at their own jobs.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
15. The quality of the relationships in the informal work group is quite important.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
16. Individual incentive bonuses would improve the performance of employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
17. Visibility with upper management is important to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

_____ Agree
_____ Somewhat Agree
_____ Somewhat Disagree
_____ Disagree
_____ Strongly Disagree

_____ Agree
_____ Somewhat Agree
_____ Somewhat Disagree
_____ Disagree
_____ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: GÜZİNE YILDIR
JOB: CASHIER
COMPANY: FELLAHOĞLU

	ANSWERS
SENTENCE 1 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 2 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 3 (SAFETY NEEDS)	Disagree=-2
SENTENCE 4 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 5 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 6 (ESTEEM NEEDS)	Somewhat Agree=1
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 8 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 9 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Somewhat Agree=1
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 12 (BELONGINGNESS NEEDS)	Somewhat Agree=1
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 14 (ESTEEM NEEDS)	Somewhat Agree=1
SENTENCE 15 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 16 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 17 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Strongly Agree=3

$$\text{BASIC NEEDS} = 3+3+3+3 = 12$$

$$\text{SAFETY NEEDS} = 3-2+3+3 = 7$$

$$\text{BELONGINGNESS NEEDS} = 3+3+1+3 = 10$$

$$\text{ESTEEM NEEDS} = 1+3+1+3 = 8$$

$$\text{SELF-ACTUALIZATION NEEDS} = 1+3+3+2 = 9$$

She is motivated by **basic needs**.

MOTIVATION QUESTIONNAIRE

Name-Surname: ALI ARSAN

Status: MARKETER

Company's Name:

Date: 20/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☒ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
- ☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
- ☐ Strongly Agree

- ☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
13. Pride in one's work is actually an important reward.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
14. Employees want to be able to think of themselves as 'the best' at their own jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
15. The quality of the relationships in the informal work group is quite important.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
16. Individual incentive bonuses would improve the performance of employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
17. Visibility with upper management is important to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☒ Disagree
☐ Strongly Disagree

X Strongly Agree
_____ Agree

_____ Agree
_____ Somew

_____ Somewhat Agree
_____ Somewhat Disagree

Somewhat Disagree
Disagree

Disagree
Strongly

Strongly Disagree

20. Having good equipment to work with is important to employees.

Strongly Agree

_____ Agree
X _____ Somewhat

☒ Somewhat Agree
☐ Somewhat Disagree

_____ Somewhat Disagree
_____ Disagree

Disagree

_____ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: ALI ARSAN

JOB: MARKETER

COMPANY:

SENTENCE 1 (BASIC NEEDS)	ANSWERS
SENTENCE 2 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 3 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 4 (BASIC NEEDS)	Somewhat Disagree=-1
SENTENCE 5 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 6 (ESTEEM NEEDS)	Agree=2
SENTENCE 7 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 8 (ESTEEM NEEDS)	Agree=2
SENTENCE 9 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Somewhat Agree=1
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 12 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 14 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 15 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 16 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 17 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Disagree=-2
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Somewhat Agree=3

$$\text{BASIC NEEDS} = 3+2+3+1 = 9$$

$$\text{SAFETY NEEDS} = 3-1+3+3 = 8$$

$$\text{BELONGINGNESS NEEDS} = 2+2+2+2 = 8$$

$$\text{ESTEEM NEEDS} = 2+2+3+3 = 10$$

$$\text{SELF-ACTUALIZATION NEEDS} = 1+3+2-2 = 4$$

He is motivated by esteem needs.

MOTIVATION QUESTIONNAIRE

Name-Surname: SULTAN TUNÇ

Status: ACCOUNTANT

Company's Name: RAMADAN CEMİL İŞL.

Date: 21/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☒ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
- ☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☒ Disagree
☐ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
- ☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
- ☐ Strongly Agree

- ☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☒ Strongly Disagree
13. Pride in one's work is actually an important reward.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
14. Employees want to be able to think of themselves as 'the best' at their own jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
15. The quality of the relationships in the informal work group is quite important.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
16. Individual incentive bonuses would improve the performance of employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
17. Visibility with upper management is important to employees.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☒ Disagree
☐ Strongly Disagree

19. Job security is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

- ☐ Strongly Agree
- ☒ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: SULTAN TUNÇ
JOB: ACCOUNTANT
COMPANY: RAMADAN CEMİL İŞL.

	ANSWERS
SENTENCE 1 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 2 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 3 (SAFETY NEEDS)	Strongly Disagree=-3
SENTENCE 4 (BASIC NEEDS)	Agree=2
SENTENCE 5 (BELONGINGNESS NEEDS)	Somewhat Agree=1
SENTENCE 6 (ESTEEM NEEDS)	Disagree=-2
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 8 (ESTEEM NEEDS)	Agree=2
SENTENCE 9 (SAFETY NEEDS)	Agree=2
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Somewhat Agree=1
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 12 (BELONGINGNESS NEEDS)	Strongly Disagree=-3
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 14 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 15 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 16 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 17 (ESTEEM NEEDS)	Agree=2
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Disagree=-2
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Agree=2

$$\text{BASIC NEEDS} = 3+2+3+2 = 10$$

$$\text{SAFETY NEEDS} = 3-3+3+2 = 5$$

$$\text{BELONGINGNESS NEEDS} = 1+3-3+2 = 3$$

$$\text{ESTEEM NEEDS} = -2+2+3+2 = 5$$

$$\text{SELF-ACTUALIZATION NEEDS} = 1+2+2-2 = 3$$

She is motivated by **basic needs**.

MOTIVATION QUESTIONNAIRE

Name-Surname: CEMILE SOYDAS

Status: SALESMAN

Company's Name: DAĞLI TRADING LTD.

Date: 23/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☒ Disagree
☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
☒ Strongly Agree

- ☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
13. Pride in one's work is actually an important reward.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
14. Employees want to be able to think of themselves as 'the best' at their own jobs.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
15. The quality of the relationships in the informal work group is quite important.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☒ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
16. Individual incentive bonuses would improve the performance of employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
17. Visibility with upper management is important to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

19. Job security is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

NEEDS ANALYSIS (MILNE'S NEEDS) Strongly Agree=1
NEEDS ANALYSIS (MILNE'S NEEDS) Strongly Agree=1
NEEDS ANALYSIS (MILNE'S NEEDS) Agree=2
NEEDS ANALYSIS (MILNE'S NEEDS) Somewhat Disagree=3
NEEDS ANALYSIS (MILNE'S NEEDS) Strongly Agree=3
NEEDS ANALYSIS (MILNE'S NEEDS) Strongly Agree=3
NEEDS ANALYSIS (MILNE'S NEEDS) Strongly Agree=3
NEEDS ANALYSIS (MILNE'S NEEDS) Strongly Agree=3
NEEDS ANALYSIS (MILNE'S NEEDS) Strongly Agree=3

NEEDS ANALYSIS (MILNE'S NEEDS) Strongly Agree=3
NEEDS ANALYSIS (MILNE'S NEEDS) Strongly Agree=3

NEEDS ANALYSIS (MILNE'S NEEDS) Strongly Agree=3

NEEDS ANALYSIS (MILNE'S NEEDS) Strongly Agree=3

NEEDS ANALYSIS (MILNE'S NEEDS) Strongly Agree=3

NEEDS ANALYSIS (MILNE'S NEEDS) Strongly Agree=3

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: CEMİLE SOYDAŞ
JOB: SALESMAN
COMPANY: DAĞLI TRADING LTD.

	ANSWERS
SENTENCE 1 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 2 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 3 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 4 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 5 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 6 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 8 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 9 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Disagree=-2
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 12 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 14 (ESTEEM NEEDS)	Agree=2
SENTENCE 15 (BELONGINGNESS NEEDS)	Somewhat Disagree=-2
SENTENCE 16 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 17 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Strongly Agree=3

$$\text{BASIC NEEDS} = 3+3+3+3 = 12$$

$$\text{SAFETY NEEDS} = 3+3+3+3 = 12$$

$$\text{BELONGINGNESS NEEDS} = 3+3+3-2 = 7$$

$$\text{ESTEEM NEEDS} = 3+3+2+3 = 11$$

$$\text{SELF-ACTUALIZATION NEEDS} = -2+2+3+3 = 6$$

She is motivated by **basic and safety needs**.

MOTIVATION QUESTIONNAIRE

Name-Surname: AYHAN BARIŞ

Status: MARKETER

Company's Name: DAĞLI TRADING LTD.

Date: 23/12/01

1. Special wage increases should be given to employees who do their jobs very well.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

7. Indifferent supervision can often bruise feelings.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

8. Employees want to feel that their real skills and capabilities are put to use on their jobs.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

10. Almost every job can be made more stimulating and challenging.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

11. Many employees want to give their best in everything they do.

- ☐ Strongly Agree
- ☒ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

12. Management could show more interest in the employees by sponsoring social events after hours.

- ☒ Strongly Agree

- ☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
13. Pride in one's work is actually an important reward.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
14. Employees want to be able to think of themselves as 'the best' at their own jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
15. The quality of the relationships in the informal work group is quite important.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
16. Individual incentive bonuses would improve the performance of employees.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☒ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
17. Visibility with upper management is important to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

19. Job security is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: AYHAN BARIŞ
JOB: MARKETER
COMPANY: DAĞLI TRADING LTD.

ANSWERS	
SENTENCE 1 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 2 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 3 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 4 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 5 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 6 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 8 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 9 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 12 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 14 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 15 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 16 (BASIC NEEDS)	Somewhat Disagree=-2
SENTENCE 17 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Strongly Agree=3

$$\text{BASIC NEEDS} = 3+3-2+3 = 7$$

$$\text{SAFETY NEEDS} = 3+3+3+3 = 12$$

$$\text{BELONGINGNESS NEEDS} = 3+3+3+2 = 11$$

$$\text{ESTEEM NEEDS} = 3+3+3+3 = 12$$

$$\text{SELF-ACTUALIZATION NEEDS} = 3+3+3+2 = 11$$

He is motivated by **safety and esteem needs**.

MOTIVATION QUESTIONNAIRE

Name-Surname: ÖZGÜ TÜREL

Status: ARCHITECT

Company's Name: LEVENT ŞİRKETLER GRUBU TOFAŞ

Date: 26/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☒ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
☐ Strongly Agree

- ☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
13. Pride in one's work is actually an important reward.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
14. Employees want to be able to think of themselves as 'the best' at their own jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
15. The quality of the relationships in the informal work group is quite important.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
16. Individual incentive bonuses would improve the performance of employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
17. Visibility with upper management is important to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☒ Disagree
☐ Strongly Disagree

19. Job security is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: ÖZGÜ TÜREL

JOB: ARCHITECT

COMPANY: LEVENT ŞİRKETLER GRUBU TOFAŞ

	ANSWERS
SENTENCE 1 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 2 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 3 (SAFETY NEEDS)	Agree=2
SENTENCE 4 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 5 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 6 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 8 (ESTEEM NEEDS)	Agree=2
SENTENCE 9 (SAFETY NEEDS)	Agree=2
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Somewhat Disagree=-1
SENTENCE 12 (BELONGINGNESS NEEDS)	Somewhat Disagree=-1
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 14 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 15 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 16 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 17 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Disagree=-2
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Strongly Agree=3

$$\text{BASIC NEEDS} = 3+3+3+3 = 12$$

$$\text{SAFETY NEEDS} = 3+2+2+3 = 10$$

$$\text{BELONGINGNESS NEEDS} = -3+3-1+2 = 7$$

$$\text{ESTEEM NEEDS} = 3+2+3+3 = 11$$

$$\text{SELF-ACTUALIZATION NEEDS} = 3-2+3-2 = 3$$

She is motivated by **basic needs**.

MOTIVATION QUESTIONNAIRE

Name-Surname: ERİNÇ KARAKAŞ

Status: INSURANCE

Company's Name: COMMERCIAL INSURANCE LTD.

Date: 24/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
☐ Strongly Agree

- ☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
13. Pride in one's work is actually an important reward.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
14. Employees want to be able to think of themselves as 'the best' at their own jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
15. The quality of the relationships in the informal work group is quite important.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
16. Individual incentive bonuses would improve the performance of employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
17. Visibility with upper management is important to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

19. Job security is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: ERİNÇ KARAKAŞ

JOB: INSURANCE

COMPANY: COMMERCIAL INSURANCE LTD.

	ANSWERS
SENTENCE 1 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 2 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 3 (SAFETY NEEDS)	Agree=2
SENTENCE 4 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 5 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 6 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 8 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 9 (SAFETY NEEDS)	Agree=2
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 12 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 14 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 15 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 16 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 17 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Strongly Agree=3

$$\text{BASIC NEEDS} = 3+3+3+3 = 12$$

$$\text{SAFETY NEEDS} = 3+2+2+3 = 10$$

$$\text{BELONGINGNESS NEEDS} = 3+3+2+3 = 11$$

$$\text{ESTEEM NEEDS} = 3+3+3+3 = 12$$

$$\text{SELF-ACTUALIZATION NEEDS} = 3+3+3+3 = 12$$

He is motivated by basic, esteem, and self-actualization needs.

MOTIVATION QUESTIONNAIRE

Name-Surname: MUSTAFA BOYACIZADE

Status: WORKER

Company's Name: SUPERONLINE TOKEL NET

Date: 24/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
- ☐ Strongly Agree

- ☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
13. Pride in one's work is actually an important reward.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
14. Employees want to be able to think of themselves as 'the best' at their own jobs.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
15. The quality of the relationships in the informal work group is quite important.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
16. Individual incentive bonuses would improve the performance of employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
17. Visibility with upper management is important to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

19. Job security is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

- ☐ Strongly Agree
- ☒ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: MUSTAFA BOYACIZADE

JOB: WORKER

COMPANY: SUPERONLINE TOKEL NET

	ANSWERS
SENTENCE 1 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 2 (SAFETY NEEDS)	Agree=2
SENTENCE 3 (SAFETY NEEDS)	Agree=2
SENTENCE 4 (BASIC NEEDS)	Agree=2
SENTENCE 5 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 6 (ESTEEM NEEDS)	Agree=2
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 8 (ESTEEM NEEDS)	Agree=2
SENTENCE 9 (SAFETY NEEDS)	Agree=2
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 12 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 14 (ESTEEM NEEDS)	Agree=2
SENTENCE 15 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 16 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 17 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Agree=2

BASIC NEEDS = $3+2+3+2 = 10$

SAFETY NEEDS = $2+2+2+3 = 9$

BELONGINGNESS NEEDS = $2+3+2+2 = 9$

ESTEEM NEEDS = $2+2+2+3 = 9$

SELF-ACTUALIZATION NEEDS = $2+2+3+3 = 10$

He is motivated by **basic and self-actualization needs**.

MOTIVATION QUESTIONNAIRE

Name-Surname: CİVAN ÇELİK

Status: SECRETARY

Company's Name: CREATIVE AJANS

Date: 24/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☒ Disagree
☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
☐ Strongly Agree

- ☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
13. Pride in one's work is actually an important reward.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
14. Employees want to be able to think of themselves as 'the best' at their own jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
15. The quality of the relationships in the informal work group is quite important.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
16. Individual incentive bonuses would improve the performance of employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
17. Visibility with upper management is important to employees.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☒ Disagree
☐ Strongly Disagree

19. Job security is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

- ☐ Strongly Agree
- ☐ Agree
- ☒ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: CİVAN ÇELİK
JOB: SECRETARY
COMPANY: CREATIVE AJANS

	ANSWERS
SENTENCE 1 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 2 (SAFETY NEEDS)	Agree=2
SENTENCE 3 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 4 (BASIC NEEDS)	Agree=2
SENTENCE 5 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 6 (ESTEEM NEEDS)	Somewhat Agree=1
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 8 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 9 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Disagree=-2
SENTENCE 12 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 14 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 15 (BELONGINGNESS NEEDS)	Somewhat Agree=1
SENTENCE 16 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 17 (ESTEEM NEEDS)	Agree=2
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Disagree=-2
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Somewhat Agree=1

$$\text{BASIC NEEDS} = 3+2+3+1 = 9$$

$$\text{SAFETY NEEDS} = 2+3+3+3 = 11$$

$$\text{BELONGINGNESS NEEDS} = 3+3+2+1 = 9$$

$$\text{ESTEEM NEEDS} = 1+3+3+2 = 9$$

$$\text{SELF-ACTUALIZATION NEEDS} = 2-2+3-2 = 1$$

She is motivated by **safety needs**.

MOTIVATION QUESTIONNAIRE

Name-Surname: HAKAN HANÇERLIOĞLU

Status: CABINET-MAKER

Company's Name:

Date: 25/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
☒ Strongly Agree

- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

13. Pride in one's work is actually an important reward.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

14. Employees want to be able to think of themselves as 'the best' at their own jobs.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

15. The quality of the relationships in the informal work group is quite important.

- ☐ Strongly Agree
- ☒ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

16. Individual incentive bonuses would improve the performance of employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

17. Visibility with upper management is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

19. Job security is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: HAKAN HANÇERLIOĞLU
JOB: CABINET MAKER
COMPANY:

	ANSWERS
SENTENCE 1 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 2 (SAFETY NEEDS)	Agree=2
SENTENCE 3 (SAFETY NEEDS)	Agree=2
SENTENCE 4 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 5 (BELONGINGNESS NEEDS)	Somewhat Agree=1
SENTENCE 6 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 8 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 9 (SAFETY NEEDS)	Agree=2
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 12 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 14 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 15 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 16 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 17 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Strongly Agree=3

BASIC NEEDS = 3+3+3+3 = 12

SAFETY NEEDS = 2+2+2+3 = 9

BELONGINGNESS NEEDS = 1+3+3+2 = 9

ESTEEM NEEDS = 3+3+3+3 = 12

SELF-ACTUALIZATION NEEDS = 3+3+3+3 = 12

He is motivated by **basic, esteem, and self-actualization.**

MOTIVATION QUESTIONNAIRE

Name-Surname: EMİNE ÇETİN

Status: ACCOUNTANT

Company's Name: RAŞİD-AHMET RAŞİD

Date: 24/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☒ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
☐ Strongly Agree

- ☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
13. Pride in one's work is actually an important reward.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
14. Employees want to be able to think of themselves as 'the best' at their own jobs.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
15. The quality of the relationships in the informal work group is quite important.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
16. Individual incentive bonuses would improve the performance of employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
17. Visibility with upper management is important to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

19. Job security is important to employees.

- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

- ☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: EMİNE ÇETİN
JOB: ACCOUNTANT
COMPANY: RAŞİD AHMET RAŞİD

	ANSWERS
SENTENCE 1 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 2 (SAFETY NEEDS)	Agree=2
SENTENCE 3 (SAFETY NEEDS)	Somewhat Agree=1
SENTENCE 4 (BASIC NEEDS)	Agree=2
SENTENCE 5 (BELONGINGNESS NEEDS)	Somewhat Agree=1
SENTENCE 6 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 7 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 8 (ESTEEM NEEDS)	Agree=2
SENTENCE 9 (SAFETY NEEDS)	Agree=2
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Somewhat Disagree=-1
SENTENCE 12 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 14 (ESTEEM NEEDS)	Somewhat Agree=1
SENTENCE 15 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 16 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 17 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Somewhat Agree=1
SENTENCE 19 (SAFETY NEEDS)	Agree=2
SENTENCE 20 (BASIC NEEDS)	Somewhat Agree=1

$$\text{BASIC NEEDS} = 3+2+3+1 = 9$$

$$\text{SAFETY NEEDS} = 2+1+2+2 = 7$$

$$\text{BELONGINGNESS NEEDS} = 1+2+2+2 = 7$$

$$\text{ESTEEM NEEDS} = 3+2+1+3 = 9$$

$$\text{SELF-ACTUALIZATION NEEDS} = 2-1+2+1 = 4$$

She is motivated by **basic, and esteem needs.**

MOTIVATION QUESTIONNAIRE

Name-Surname: MURAT

Status: MARKETER

Company's Name: GÜNCEL TİCARET

Date: 21/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
_____ Strongly Agree
_____ Agree
 X Somewhat Agree
_____ Somewhat Disagree
_____ Disagree
_____ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
 X Strongly Agree
_____ Agree
_____ Somewhat Agree
_____ Somewhat Disagree
_____ Disagree
_____ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
_____ Strongly Agree
_____ Agree
 X Somewhat Agree
_____ Somewhat Disagree
_____ Disagree
_____ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
 X Strongly Agree
_____ Agree
_____ Somewhat Agree
_____ Somewhat Disagree
_____ Disagree
_____ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
_____ Strongly Agree
_____ Agree
 X Somewhat Agree
_____ Somewhat Disagree
_____ Disagree
_____ Strongly Disagree
11. Many employees want to give their best in everything they do.
_____ Strongly Agree
 X Agree
_____ Somewhat Agree
_____ Somewhat Disagree
_____ Disagree
_____ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
 X Strongly Agree

- ☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
13. Pride in one's work is actually an important reward.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
14. Employees want to be able to think of themselves as 'the best' at their own jobs.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☒ Disagree
☐ Strongly Disagree
15. The quality of the relationships in the informal work group is quite important.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
16. Individual incentive bonuses would improve the performance of employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
17. Visibility with upper management is important to employees.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☒ Disagree
☐ Strongly Disagree

19. Job security is important to employees.

- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

SENTENCE 1 (TEAM NEEDS)	Strongly Agree=1
SENTENCE 2 (SAFETY NEEDS)	Agree=2
SENTENCE 3 (BASIC NEEDS)	Disagree=2
SENTENCE 4 (TEAM NEEDS)	Disagree=2
SENTENCE 5 (BASIC NEEDS)	Disagree=2
SENTENCE 6 (BASIC NEEDS)	Disagree=2
SENTENCE 7 (BASIC NEEDS)	Disagree=2
SENTENCE 8 (BASIC NEEDS)	Disagree=2
SENTENCE 9 (BASIC NEEDS)	Disagree=2
SENTENCE 10 (BASIC NEEDS)	Disagree=2
SENTENCE 11 (BASIC NEEDS)	Disagree=2
SENTENCE 12 (BASIC NEEDS)	Disagree=2
SENTENCE 13 (BASIC NEEDS)	Disagree=2
SENTENCE 14 (BASIC NEEDS)	Disagree=2
SENTENCE 15 (BASIC NEEDS)	Disagree=2
SENTENCE 16 (BASIC NEEDS)	Disagree=2
SENTENCE 17 (BASIC NEEDS)	Disagree=2
SENTENCE 18 (BASIC NEEDS)	Disagree=2
SENTENCE 19 (BASIC NEEDS)	Disagree=2
SENTENCE 20 (BASIC NEEDS)	Disagree=2

SAFETY NEEDS = 1+1+1+1 = 4

BELONGINGNESS NEEDS = 1+1+1+1 = 4

ESTEEM NEEDS = 1+1+1+1 = 4

SELF-ACTUALIZATION NEEDS = 1+1+1+1 = 4

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: MURAT

JOB: MARKETER

COMPANY: GÜNCEL TİCARET

ANSWERS	
SENTENCE 1 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 2 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 3 (SAFETY NEEDS)	Somewhat Agree=1
SENTENCE 4 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 5 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 6 (ESTEEM NEEDS)	Somewhat Agree=1
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 8 (ESTEEM NEEDS)	Somewhat Agree=1
SENTENCE 9 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Somewhat Agree=1
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 12 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 14 (ESTEEM NEEDS)	Disagree=-2
SENTENCE 15 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 16 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 17 (ESTEEM NEEDS)	Agree=2
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Disagree=-2
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Strongly Agree=3

$$\text{BASIC NEEDS} = 3+3+3+3 = 12$$

$$\text{SAFETY NEEDS} = 3+1+3+3 = 10$$

$$\text{BELONGINGNESS NEEDS} = 3+3+3+3 = 12$$

$$\text{ESTEEM NEEDS} = 1+1-2+2 = 2$$

$$\text{SELF-ACTUALIZATION NEEDS} = 1+2+2-2 = 3$$

He is motivated by **basic and belongingness needs.**

MOTIVATION QUESTIONNAIRE

Name-Surname: EMRE EFENDI

Status: WAITER/RECEPTIONIST

Company's Name: MONTE PERLE HOLIDAY VILLAGE

Date: 25/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☒ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.

☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

7. Indifferent supervision can often bruise feelings.

☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

8. Employees want to feel that their real skills and capabilities are put to use on their jobs.

☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.

☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

10. Almost every job can be made more stimulating and challenging.

☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

11. Many employees want to give their best in everything they do.

☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☒ Disagree
☐ Strongly Disagree

12. Management could show more interest in the employees by sponsoring social events after hours.

☐ Strongly Agree

- ☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
13. Pride in one's work is actually an important reward.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
14. Employees want to be able to think of themselves as 'the best' at their own jobs.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
15. The quality of the relationships in the informal work group is quite important.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
16. Individual incentive bonuses would improve the performance of employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
17. Visibility with upper management is important to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

19. Job security is important to employees.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☒ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: EMRE EFENDI

JOB: WAITER/RECEPTIONIST

COMPANY: MONTE PERLE HOLIDAY VILLAGE

SENTENCE 1 (BASIC NEEDS)	ANSWERS
SENTENCE 2 (SAFETY NEEDS)	Agree=2
SENTENCE 3 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 4 (BASIC NEEDS)	Agree=2
SENTENCE 5 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 6 (ESTEEM NEEDS)	Disagree=-2
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 8 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 9 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Somewhat Agree=1
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 12 (BELONGINGNESS NEEDS)	Disagree=-2
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 14 (ESTEEM NEEDS)	Agree=2
SENTENCE 15 (BELONGINGNESS NEEDS)	Somewhat Agree=1
SENTENCE 16 (BASIC NEEDS)	Agree=2
SENTENCE 17 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Somewhat Disagree=1
	Strongly Agree=3

$$\text{BASIC NEEDS} = 2+3+3+3 = 11$$

$$\text{SAFETY NEEDS} = 3+2+1+1 = 5$$

$$\text{BELONGINGNESS NEEDS} = -2+3+2+2 = 5$$

$$\text{ESTEEM NEEDS} = 3+3+1+3 = 10$$

$$\text{SELF-ACTUALIZATION NEEDS} = 2-2+2+3 = 5$$

He is motivated by esteem needs.

MOTIVATION QUESTIONNAIRE

Name-Surname: SULTAN KIZILKARA

Status: SECRETARY

Company's Name: MEDPRONICS

Date: 24/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☒ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☒ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.
- ☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☒ Strongly Disagree
7. Indifferent supervision can often bruise feelings.
- ☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
8. Employees want to feel that their real skills and capabilities are put to use on their jobs.
- ☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☒ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.
- ☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
10. Almost every job can be made more stimulating and challenging.
- ☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☒ Disagree
☐ Strongly Disagree
11. Many employees want to give their best in everything they do.
- ☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
12. Management could show more interest in the employees by sponsoring social events after hours.
- ☒ Strongly Agree

- ☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
13. Pride in one's work is actually an important reward.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
14. Employees want to be able to think of themselves as 'the best' at their own jobs.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
15. The quality of the relationships in the informal work group is quite important.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
16. Individual incentive bonuses would improve the performance of employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
17. Visibility with upper management is important to employees.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☒ Strongly Disagree

19. Job security is important to employees.

_____ Strongly Agree

 X Agree

_____ Somewhat Agree

_____ Somewhat Disagree

_____ Disagree

_____ Strongly Disagree

20. Having good equipment to work with is important to employees.

 X Strongly Agree

_____ Agree

_____ Somewhat Agree

_____ Somewhat Disagree

_____ Disagree

_____ Strongly Disagree

$$\text{SAFETY NEEDS} = 3+2+1+2 = 4$$

$$\text{BELONGINGNESS NEEDS} = 3+3+3+2 = 5$$

$$\text{ESTEEM NEEDS} = 3+1+2+2 = 6$$

$$\text{SELF-ACTUALIZATION NEEDS} = 2+1+1 = 3$$

She is motivated by her work.

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: SULTAN KIZILKARA
JOB: SECRETARY
COMPANY: MEDPRONICS

	ANSWERS
SENTENCE 1 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 2 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 3 (SAFETY NEEDS)	Disagree=-2
SENTENCE 4 (BASIC NEEDS)	Agree=2
SENTENCE 5 (BELONGINGNESS NEEDS)	Strongly Disagree=-3
SENTENCE 6 (ESTEEM NEEDS)	Strongly Disagree=-3
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 8 (ESTEEM NEEDS)	Somewhat Disagree=-3
SENTENCE 9 (SAFETY NEEDS)	Somewhat Agree=3
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Disagree=-2
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Agree=2
SENTENCE 12 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Somewhat Agree=1
SENTENCE 14 (ESTEEM NEEDS)	Agree=2
SENTENCE 15 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 16 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 17 (ESTEEM NEEDS)	Agree=2
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Strongly Disagree=-3
SENTENCE 19 (SAFETY NEEDS)	Agree=2
SENTENCE 20 (BASIC NEEDS)	Strongly Agree=3

$$\text{BASIC NEEDS} = 3+2+3+3 = 11$$

$$\text{SAFETY NEEDS} = 3-2+1+2 = 4$$

$$\text{BELONGINGNESS NEEDS} = -3+3+3+2 = 5$$

$$\text{ESTEEM NEEDS} = -3-1+2+2 = 0$$

$$\text{SELF-ACTUALIZATION NEEDS} = -2+2+1-3 = -2$$

She is motivated by **basic needs**.

MOTIVATION QUESTIONNAIRE

Name-Surname: AYŞE HOCA

Status: SECRETARY

Company's Name: PARALİK

Date: 24/12/04

1. Special wage increases should be given to employees who do their jobs very well.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
2. Better job descriptions would be useful so that employees will know exactly what is expected of them.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
3. Employees need to be reminded that their jobs are dependent on the company's to compete effectively.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
4. Supervisors should give a good deal of attention to the physical working conditions of their employees.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
5. Supervisors ought to work hard to develop a friendly working atmosphere among their people.
☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

6. Individual recognition for above standard performance means a lot to employees.

☐ Strongly Agree
☐ Agree
☒ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

7. Indifferent supervision can often bruise feelings.

☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

8. Employees want to feel that their real skills and capabilities are put to use on their jobs.

☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

9. The company retirement benefits and stock programs are important factors in keeping employees on their jobs.

☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

10. Almost every job can be made more stimulating and challenging.

☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

11. Many employees want to give their best in everything they do.

☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree

12. Management could show more interest in the employees by sponsoring social events after hours.

☐ Strongly Agree

- ☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
13. Pride in one's work is actually an important reward.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
14. Employees want to be able to think of themselves as 'the best' at their own jobs.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
15. The quality of the relationships in the informal work group is quite important.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
16. Individual incentive bonuses would improve the performance of employees.
☐ Strongly Agree
☒ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
17. Visibility with upper management is important to employees.
☒ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☐ Disagree
☐ Strongly Disagree
18. Employees generally like to schedule their own work and to make job-related decisions with a minimum of supervision.
☐ Strongly Agree
☐ Agree
☐ Somewhat Agree
☐ Somewhat Disagree
☒ Disagree
☐ Strongly Disagree

19. Job security is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

20. Having good equipment to work with is important to employees.

- ☒ Strongly Agree
- ☐ Agree
- ☐ Somewhat Agree
- ☐ Somewhat Disagree
- ☐ Disagree
- ☐ Strongly Disagree

ESTIMATION OF QUESTIONNAIRES

NAME-SURNAME: AYŞE HOCA
JOB: SECRETARY
COMPANY: PARALİK

	ANSWERS
SENTENCE 1 (BASIC NEEDS)	Strongly Agree=3
SENTENCE 2 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 3 (SAFETY NEEDS)	Somewhat Agree=1
SENTENCE 4 (BASIC NEEDS)	Agree=2
SENTENCE 5 (BELONGINGNESS NEEDS)	Somewhat Agree=1
SENTENCE 6 (ESTEEM NEEDS)	Somewhat Agree=1
SENTENCE 7 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 8 (ESTEEM NEEDS)	Agree=2
SENTENCE 9 (SAFETY NEEDS)	Agree=2
SENTENCE 10 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 11 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 12 (BELONGINGNESS NEEDS)	Agree=2
SENTENCE 13 (SELF-ACTUALIZATION NEEDS)	Strongly Agree=3
SENTENCE 14 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 15 (BELONGINGNESS NEEDS)	Strongly Agree=3
SENTENCE 16 (BASIC NEEDS)	Agree=2
SENTENCE 17 (ESTEEM NEEDS)	Strongly Agree=3
SENTENCE 18 (SELF-ACTUALIZATION NEEDS)	Disagree=-2
SENTENCE 19 (SAFETY NEEDS)	Strongly Agree=3
SENTENCE 20 (BASIC NEEDS)	Strongly Agree=3

$$\text{BASIC NEEDS} = 3+2+2+3 = 10$$

$$\text{SAFETY NEEDS} = 3+1+2+3 = 9$$

$$\text{BELONGINGNESS NEEDS} = 1+3+2+3 = 9$$

$$\text{ESTEEM NEEDS} = 1+2+3+3 = 9$$

$$\text{SELF-ACTUALIZATION NEEDS} = 3+3+3-2 = 7$$

She is motivated by **basic needs**.