

RESEARCH ARTICLE

Investigation of Relationship between Self-Compassion, Extrinsic Motivation, Intrinsic Motivation and Performance: A Research in the Textile Sector

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Abstract

The concept of self-compassion is seen as a part of positive psychology and has recently become a current topic in the organizational behavior literature. Self-compassion is an individual's positive, loving and accepting attitude towards oneself. Self-compassion levels of employees in organizations can positively affect their intrinsic motivation and performance regarding their work. It is also predicted that it regulates the relationship between self-compassion, extrinsic motivation and intrinsic motivation. The aim of this study is to examine the relationships and interactions between self-compassion, extrinsic motivation, intrinsic motivation, and performance variables. The interactions between the variables are handled within the scope of the moderating and mediating model. Quantitative research method was used in the research. Data were obtained using the questionnaire technique. Due to accessibility, time and cost constraints, the participants were reached with the convenience sampling method. The sample of the research consists of the employees in the textile businesses in Kahramanmaraş and data were collected from 393 participants. SPSS 25.0 and Process Macro programs were used in the analysis of the data. As a result of the research, it was seen that there were positive relations between the variables. With the analysis made to test the established models, it was determined that self-compassion had a moderator role between extrinsic motivation and intrinsic motivation. With this, it was found that intrinsic motivation had a partial mediating role in the effect of self-compassion on performance. The findings were discussed in the context of the literature and suggestions were made for future studies.

Keywords: Self-compassion, Extrinsic Motivation, Intrinsic Motivation, Performance.

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Öz

Öz-şefkat kavramı pozitif psikolojinin bir parçası olarak görülmekte olup son zamanlarda örgütsel davranış alan yazınında güncel bir konu haline gelmiştir. Öz-şefkat, bireyin kendine karşı olumlu, sevgi dolu ve kabullenici tutumudur. Örgütlerde çalışanların öz-şefkat düzeyleri çalışanların yaptığı işe ilişkin içsel motivasyonlarını ve performanslarını olumlu yönde etkileyebilecektir. Öz-şefkatin dışsal motivasyon ve içsel motivasyon ilişkisinde düzenleyici bir etkisi olabileceği de beklenmektedir. Bu çalışmanın amacı, öz-şefkat, dışsal motivasyon, içsel motivasyon, performans değişkenleri arasındaki ilişkilerin ve etkileşimlerin incelenmesidir. Değişkenler arasındaki etkileşimler düzenleyicilik ve aracılık modeli kapsamında ele alınmıştır. Araştırmada nicel araştırma yöntemi kullanılmıştır. Anket tekniği kullanılarak veriler elde edilmiştir. Ulaşılabilirlik, zaman, maliyet kısıtları nedeniyle kolayda örneklem yöntemiyle katılımcılara ulaşılmıştır. Araştırmanın örneklemini Kahramanmaraş ilindeki tekstil işletmelerinde çalışanlar oluşturmakta olup 393 katılımcıdan veriler toplanmıştır. Verilerin analizinde SPSS 25.0 ve Process Macro programları kullanılmıştır. Araştırma sonucunda değişkenler arasında pozitif yönlü ilişkiler olduğu görülmüştür. Kurulan modelleri test etmek için yapılan analiz ile öz-şefkatin dışsal motivasyon ile içsel motivasyon arasında moderatör bir role sahip olduğu belirlenmiştir. Bununla birlikte öz-şefkatin performans üzerindeki etkisinde içsel motivasyonun kısmi aracılık rolüne sahip olduğu bulunmuştur. Ulaşılan bulgular yazın bağlamında tartışılmış ve yapılacak çalışmalar için önerilerde bulunulmuştur

Anahtar Kelimeler: Öz-şefkat, Dışsal Motivasyon, İçsel Motivasyon, Performans

Introduction

Self-compassion, which is seen as a positive resource and superiority of the individual, has been discussed for centuries in Eastern philosophy, especially in Buddhism, and has gained an important place in the psychology literature with recent studies (Neff, 2003a; 2003b). In addition, the positive value of self-compassion is also seen in business life and becomes a subject of study in the field of organizational behavior. Compassion is expressed as an interpersonal process that includes noticing, feeling, making sense of, and taking action to relieve the pain of another (Dutton et al., 2014). Gilbert (2010) argues that compassion regulates negative affect, is an evolved motivation system, and expresses it in evolutionary terms (Strauss et al., 2016).

Compassion can become true to oneself when suffering occurs through no fault of one's own, when it is very difficult to endure the external circumstances of life. Self-compassion is equally important when it comes to suffering from our own mistakes, failures, or personal inadequacies (Neff, 2011). Increasing one's self-compassion level will contribute to the regulation of one's own emotions, thereby increasing internal motivation. Studies show that there is a relationship between extrinsic and intrinsic motivation (Neshat & Fakhri, 2011) and that extrinsic motivating factors such as rewards increase intrinsic motivation (Eisenberger & Shanock, 2003). Extrinsic motivation and intrinsic motivation are related to each other, and employees can be motivated internally as well as extrinsically. Extrinsic motivators can increase employees' intrinsic motivation (Aslan & Doğan, 2020). Self-compassion (Neff, 2003a; Neff, 2003b), which expresses that a person behaves with compassion to himself instead of blaming himself, can play a moderating role by affecting the strength of the relationship between extrinsic motivation and intrinsic motivation. The relationship between self-compassion and employee performance will also show a mediating role in intrinsic motivation.

In this study, the relationship between extrinsic motivation and intrinsic motivation was discussed and the moderating role of self-compassion was

discussed. In addition, the mediating role of intrinsic motivation in the relationship between self-compassion and performance was examined. In this direction, it is aimed to reveal the relationships and interaction between the variables discussed.

Conceptual Framework

Self-Compassion

Self-compassion, which is included in the scope of positive psychology, is to accept one's own pain, to alleviate it, to be kind to oneself, to have a desire to heal oneself, to be understanding, not critical of inadequacies and failures, and to see all these negativities as a human experience (Neff, 2003a). The concept of self-compassion has three basic dimensions in its structure. While self-kindness, common humanity, mindfulness express the positive side of the concept of self-compassion, on the other hand, self-criticism, isolation and over-identification express the negative side. It is expressed in three basic dimensions that positive behaviors against negative behaviors are exhibited. (Neff, 2003a; Neff, 2003b; Neff, 2016).

Self-kindness versus self-criticism. This dimension requires kindness, support and understanding towards oneself. Rather than criticizing oneself harshly for one's shortcomings, it requires warmth and unconditional acceptance of the self as well as actively calming and comforting oneself in times of distress. (Neff, 2016). Stopping self-criticism and being angry will allow one to be kind and courteous enough to oneself.

Common humanity versus isolation. People suffer more and can be isolated when they temporarily forget that failure and imperfection are part of the shared human experience (Neff & Vonk, 2009, p.26). When the person realizes that his failures, mistakes and inadequacies can happen to all other people, he will suffer less, and he will not feel isolated from other people.

Mindfulness versus over-identification. Handling one's own experiences with an objective and

analytical point of view shows the mindfulness and prevents the person from getting caught up in his own story, that is, over-identification. Overidentification indicates that people tend to exaggerate and obsessively focus on negative thoughts and feelings about themselves, and not see themselves or their plight (Neff, 2011). Mindfulness enables the person to have a balanced perspective without being caught in negative feelings and thoughts against their failures (Neff & Vonk, 2009).

Extrinsic Motivation and Intrinsic Motivation

While the individual can be extrinsically or intrinsically motivated, he can also experience amotivation. Extrinsic motivation refers to performing the behavior not internally, but for an outcome, such as receiving a reward or avoiding punishment (Deci et al. 1991; Deci & Ryan, 2000). Intrinsic motivation is the motivation that results from the individual's finding the activities interesting and enjoyable rather than external rewards or results (Ryan & Deci, 2000).

In Herzberg's study of the motivation sources of employees in the 1950s and 1960s, the factors that satisfy and motivate employees at work and the factors that do not satisfy them were revealed. According to Herzberg's two-factor approach, success, perception, ownership, responsibility, and advancement reduction are represented as motivating factors, while policy and leadership, supervision, interpersonal relations, working conditions, salary, government, and safety are represented as hygiene factors. While motivating factors provided satisfaction, hygiene factors did not provide satisfaction, but also prevented dissatisfaction (Herzberg, 1968).

Performance

The concept of performance includes both behaviors and results and expresses the level of performance and behavior according to the conditions (Bingöl, 2019). Task performance and contextual performance are addressed in two dimensions at the organizational level (Van Scotter & Motowidlo, 1996; Borman & Motowidlo, 1993).

Task performance is defined as the activity of an employee who performs activities that contribute to the technical core of an organization, directly implements part of a technical process, or indirectly provides a required material or service (Borman & Motowidlo, 1997; Van Scotter and Motowidlo, 1996). It is seen that the work done is related to the technical specialist aspects (Van Scotter et al., 2000).

Contextual performance is a dimension of performance that includes psychological conditions such as volunteering, optional activities, participation, motivation. (Van Scotter & Motowidlo, 1996). This is the performance dimension that acts as an important catalyst for task performance and includes behaviors that support organizational, social and psychological contexts rather than being directly related to task performance (Bowman, 2004).

Relationship Between Self-compassion, Extrinsic Motivation, Intrinsic Motivation, and Performance

It is stated that external rewards (money, etc.) will create extrinsic motivation, and the achievement of a job will create intrinsic motivation (Deci, 1971, 1972). Extrinsic motivation factors (money, reward, status, etc.) may affect a person's intrinsic motivation in certain situations. Deci et al. (1991) mentioned that controlled motivation can turn into autonomous motivation in self-determination theory and stated that external causes can be internalized through internalization and integration processes. The three components of Vroom's Expectancy Theory were expectation, instrumentality, and value. Expectation refers to the perceived probability that an individual who puts in a certain amount of effort will lead to performance. Expectancy theory attributed the tendency to exhibit a particular behavior to the attractiveness of the consequences of the behavior and to the strength of the expectations about the results (Robbins & Judge, 2015). From this point of view, when the personal goals of the external

motivating factors (such as reward, money, wage increase) were satisfactory, the intrinsic motivation of the employees would increase. It was stated that some of the employees might be more extrinsically motivated and some might be more intrinsically motivated. The conditions of the employees and the organizations they work in could also affect their motivation externally or internally (Aslan & Doğan, 2020). It was stated in studies that extrinsic motivating factors could increase intrinsic motivation. Eisenberger & Shanock (2003) also stated in their study that rewards for performance increase intrinsic motivation and creativity. Neshat and Fakhri (2011) found in their study that there is a high degree of correlation between intrinsic motivation and extrinsic motivation. Liu (2020) found that extrinsic motivation has a positive direct effect on intrinsic motivation, social self-efficacy, and intention to engage. It was possible that extrinsic motivation could turn into intrinsic motivation over time. (Ommering & Dekker, 2017).

In fact, self-compassion is an important source of motivation stemming from attention. It is not because of fear of inadequacy, but because one wishes for one's own well-being (Neff, 2023). Research has shown that the concept of self-compassion is positively related to intrinsic motivation (Neff et al., 2005) and has a positive impact on personal growth motivation (Dundas et al., 2017; Breines & Chen 2012). These studies show that self-compassion increases intrinsic motivation. Jennings et al. (2022), based on Integrated Self-Control Theory (ISCT) and Self-Compassion Theory, it is stated that employees will exhibit higher job performance and well-being through enhanced resource capacity and motivation on days when they have a self-compassion mindset. Additionally, research has shown that self-compassion positively impacts performance (Barnard & Curry, 2011; Killham et al., 2018; Egan et al., 2022). A study conducted by Polatçı & Baygın (2022) found that self-compassion had a positive impact on task performance and psychological capital and found that psychological capital plays an intermediary role. Künye & Aydın (2020) revealed that there is a positive relationship between self-compassion and intrinsic

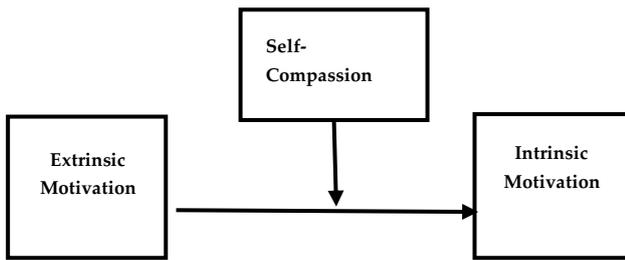
motivation, and intrinsic motivation and job satisfaction, self-compassion and job satisfaction. In addition, it was determined that intrinsic motivation has a full mediation effect on the effect of self-compassion on job satisfaction. Kotera et al. (2021), in his study on graduate students, self-criticism and self-compassion had a moderating effect on the path from extrinsic motivation to intrinsic motivation, while higher self-criticism weakened it, while higher self-compassion strengthened it. The findings reveal the importance of dedication in developing students' intrinsic motivation. Moreover, it is stated that increasing self-compassion and reducing self-criticism can help transfer extrinsic motivation to intrinsic motivation. In the study of Ortiz et al. 2023, it is stated that self-compassion leads people to personal development, makes people more aware of their emotions and enables them to handle failures in a more balanced way.

Method of the Research

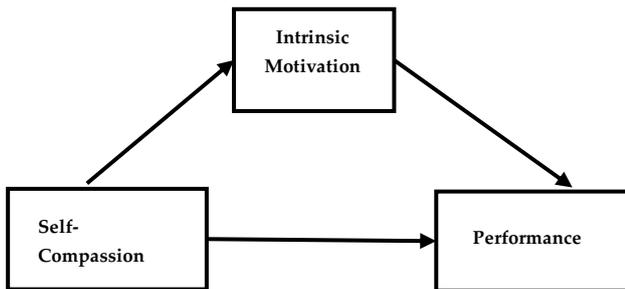
Quantitative research method was used in the research. The data were obtained with the questionnaire form distributed to the participants working in the textile enterprises in Kahramanmaraş province, which was determined by the convenience sampling method. The analyzes applied to the data obtained in line with the research model were evaluated. Ethics committee approval was obtained from Kahramanmaraş Sütçü İmam University Social and Human Sciences Ethics Committee (Number: E-72321963-300-183118 and Date: 21.12.2022) before the surveys were applied in the study.

Research Model and Hypotheses

The research's model and hypotheses were constructed in accordance with the literature review.



Model 1.



Model 2.

In line with this information, the hypotheses of the research were determined as follows:

- H₁:** Extrinsic motivation positively affects self-compassion, intrinsic motivation and performance.
- H₂:** Self-compassion has a moderating role in the effect of extrinsic motivation on intrinsic motivation.
- H₃:** Self-compassion positively affects intrinsic motivation and performance.
- H₄:** Intrinsic motivation positively affects performance.
- H₅:** Intrinsic motivation has a mediating role in the effect of self-compassion on performance.

Sample of the Research

The sample of the research consists of the employees in the textile enterprises of Kahramanmaraş province. Employees of Kahramanmaraş textile enterprises were reached with the convenience sampling method. Based on volunteerism, 417 employees were reached with the questionnaire form. Questionnaires with lack of data and distorting data values were removed and 393 questionnaires were evaluated for analysis. It is stated by Hair et al. (2010) that the

sample size should be at least 5 times the total number of items in the measurement tool (Hair et al 2010, as cited in Kilis &Yıldırım,2018). Therefore, considering the total number of items in the scales, it is seen that the number of samples is sufficient. When the demographic characteristics of the participants participating in the research were examined, it was seen that 29.4% of the participants were female and 70.6% were male. It was determined that 28.8% of the participants were single and 71.2% were married. It was determined that 27% of the participants were between the ages of 30-35, 41.5% of the participants were high school graduates, 26.2% of the participants worked at their current workplace between 1-5 years and the total working period of 19.3% of the participants was between 11-15 years.

Data Collection Tools

There were questions about demographic characteristics in the first part of the questionnaire, which was used as the data collection tool of the study. In the second part of the questionnaire, there were scales for the variables in the research model.

Self-Compassion Scale: The Self-Compassion Scale developed by Neff (2003b) was used in this study to measure the self-compassion levels of the participants. Turkish validation studies were performed by Akın et al (2007) and Deniz et al (2008). The version of the scale presented by Kantaş (2013) was used. The scale consisted of 26 expressions and 6 dimensions. These dimensions were self-kindness, common humanity, mindfulness, self-judgment, isolation and over-identification. The dimensions of self-judgment, isolation, and over-identification were reverse expressions, and a total of 13 expressions were analyzed by reverse coding. The scale was rated as a 5-point Likert (5-Almost always, 1-Almost never). The cronbach alpha reliability coefficient of the self-compassion scale was calculated as $\alpha=0.74$.

Extrinsic Motivation Scale: In order to measure the extrinsic motivation of the participants in the study, Dündar et al. (2007), a 15- expression

extrinsic motivation scale in the motivation scale was used. Scale Mottaz (1985), Brislin et al. (2005) was developed by making use of the scales used by Mahaney & Lederer (2006) in their studies, and although the scale is a 3-point likert, it was graded as 5-point likert (5-Very Effective, 1- Not Effective) for the purpose of the study. As a result of the reliability analysis performed and cronbach alpha reliability coefficient of the Extrinsic Motivation Scale was determined as $\alpha=0.92$.

Intrinsic Motivation Scale: In order to measure the intrinsic motivation of the participants in the study, Mottaz (1985), Brislin et al. (2005), by using the scales used by Mahaney & Lederer (2006) in their studies, Dundar et al. (2007), the intrinsic motivation scale consisting of 9 expression in the motivation scale was used. Although the scale is a 3-point Likert scale, it was graded in a 5-point Likert style (5-Very Effective, 1- Not Effective) in line with the purpose of the study. As a result of the reliability analysis performed and cronbach alpha reliability coefficient of the Intrinsic Motivation Scale was determined as $\alpha=0.79$.

Table 1. Normality analyzes of variables

Scales	Skewness	Kurtosis	Situation
Self-Compassion Scale	-0.038	0.879	Normal
Extrinsic Motivation Scale	-0.670	1.021	Normal
Intrinsic Motivation Scale	-0.250	-0.789	Normal
Performance Scale	-1.043	1.042	Normal

Performance Scale: A 25- expressions performance scale developed by Goodman & Svyantek (1999:261) was used to measure the performance of the participants in the study. The first 16 expressions in the scale measured contextual performance, while the other 9 expressions measured task performance. The scale was graded in a 5-point Likert style (5- Strongly Agree, 1- Strongly Disagree). The fourth, eighth and tenth items of the scale were reverse coded while being included in the analysis because of the reverse expressions. The cronbach alpha reliability coefficient of the performance scale was calculated as $\alpha=0.75$ for contextual performance, $\alpha=0.85$ for task performance, and $\alpha= 0.87$ for the total scale.

Findings

SPSS 25.0 and AMOS programs were used for analysis in the research. A reliability analysis was performed to confirm the reliability of the determined scales. CFA (Confirmatory Factor Analysis) was used for validity study. In line with the established models, the moderating effect and mediating role were analyzed with Process Macro.

In order to apply the structural equation model, first of all, the multivariate normal distribution of the obtained data was examined. In this context, Mahalanobis distance values and multivariate extreme values were examined. The Mahalanobis criterion should be used to detect outliers in large-volume and multivariate datasets with near-zero or negative values (Johnson & Wichern, 2002). The reason for checking data for outliers before testing statistics is because it both increases the value of error variance and changes the power of statistical tests. In this sense, the existence of an outlier was checked with the Mahalanobis method. The fact that the skewness and kurtosis values of each scale were between ± 3 showed that the data were normally distributed (Shao, 2002). With this result, the validity of the scales was tested by applying confirmatory factor analysis.

With the confirmatory factor analysis of the self-compassion scale, 6 expressions in the scale were excluded because their factor load was low (1st, 2nd, 9th, 11th, 15th, 20th expressions). There must be at least 3 or more expressions in one dimension of the scales (Maccallum et al, 1999). Therefore, 4 expressions in the scale were removed from the scale (3rd, 4th, 21st, 22nd expressions) since only 2 expressions were left in each dimension. Accordingly, the dimensions of isolation and overidentification were removed from the scale. Self-kindness (8th, 12th, 14th, 23rd expressions), self-judgement (6th, 10th, 16th, 17th, 26th expressions), common humanity (7th, 19th, 24th expressions) and mindfulness (5., 13., 18., 25., expressions) were found to be related to a total of 16 expressions and 4-dimensional scale structure. The model has been improved. By determining the variables that reduce the fit, new covariances were created for those with high covariance among the residual values. The values accepted for the fit

indices in the renewed fit index calculations are given in Table 2.

was seen that the data had a normal distribution with skewness and kurtosis values between ± 3 .

Table 2. Goodness of fit values of confirmatory factor analysis

Scales	χ^2/sd	RMSEA	GFI	AGFI	CFI	SRMR
Self-Compassion Scale	4.374	0.093	0.885	0.836	0.824	0.074
Extrinsic motivation Scale	4.706	0.097	0.896	0.847	0.917	0.057
Intrinsic Motivation Scale	4.427	0.093	0.949	0.904	0.917	0.054
Performance Scale	3.976	0.087	0.846	0.802	0.821	0.068
Acceptable Level of Goodness of Fit	≤ 5	≤ 0.10	≥ 0.80	≥ 0.80	≥ 0.80	≤ 0.10

When the correlations between the variables related to the extrinsic Motivation Scale were tested, the item factor load was found to be greater than 0.30 and all correlation relationships were found to be significant. The scale's reliability coefficient is 0.92 and is considered to have a good level of reliability. According to the results of confirmatory factor analysis, 1 expression was removed from the scale (5th expression) due to low factor loading, the remaining 14 expressions were determined to be related to the one-dimensional structure of the scale. The model has been improved. Table 2 shows that the accepted values for the adjusted indices in the calculation of the extended adjusted indices are appropriate. Confirmatory factor analysis was applied to the intrinsic motivation scale. 1 expression (3rd expression) of the scale was excluded from the scale due to its low factor load. It was determined that the remaining 8 expressions were compatible with the scale structure. The model was improved and it is shown in Table 2 that the accepted values for the fit indices were consistent in the fit index calculations, which was subsequently renewed.

According to the confirmatory factor analysis of the performance scale, 5 expression were excluded from the scale because the factor load was low (3rd, 4th, 8th, 13th, 15th). The remaining 20 expressions were determined to be related to the 2-dimensional scale structure (contextual and task performance). In this direction, the model has been improved and it is shown in Table 2 that the values accepted for the fit indices are provided in the renewed fit index calculations. The normality assumptions of the variables used in the study were examined and it

As seen in Table 3, the reliability coefficients of the scales with construct validity were determined as Cronbach Alpha $\alpha=0.73$ for the self-compassion scale. For the Extrinsic motivation scale, $\alpha=0.73$ was calculated. It was calculated as $\alpha=0.79$ for the intrinsic motivation scale and $\alpha=0.87$ for the performance scale.

Table 3. Reliability coefficients of scales

Scales	Cronbach Alfa (α)	Mean	Standard Deviation
Self-Compassion Scale	0.73	3.22	0.53
Extrinsic motivation Scale	0.92	4.03	0.66
Intrinsic Motivation Scale	0.79	3.32	0.93
Performance Scale	0.87	4.04	0.59

According to the data obtained from the study and the aims of the study, it was examined whether there was a relationship between the variables of extrinsic motivation, self-compassion, intrinsic motivation and performance. Relationships between variables were tested using Pearson correlation in the study and are shown in Table 4.

Table 4. Correlation coefficient values between variables

Variables	1	2	3	4	
Self-compassion	r	1.000	0.450	0.176	0.276
	p	-	0.000*	0.000*	0.000*
Intrinsic motivation	r		1.000	0.311	0.376
	p		-	0.000*	0.000*
Extrinsic motivation	r			1.000	0.165
	p			-	0.001*
Performance	r				1.000
	p				-

Considering the level of relationship between the variables, it is seen that there is a statistically significant and positive relationship between self-compassion and intrinsic motivation ($r=0.450$, $p<0.05$). It is determined that there is a statistically significant and positive relationship between self-compassion and extrinsic motivation ($r=0.176$, $p<0.005$). It is understood that there is a statistically significant and positive relationship between self-compassion and performance ($r=0.276$, $p<0.05$).

The moderating role of self-compassion in the effect of extrinsic motivation on intrinsic motivation was investigated, and when Table 4 is examined, it is seen that the moderator role of self-compassion is significant in the effect of extrinsic motivation on intrinsic motivation ($X*W = p<0.05$). The disclosure rate of the model is 31.4% ($R^2=0.314$).

Table 5. The moderating role of self-compassion between extrinsic motivation and intrinsic motivation

Model	Moderating Role	Impact	β (Estimation)	Standard error	t	p	Status
Extrinsic motivation → Intrinsic Motivation	Self-compassion	Extrinsic motivation (X)	0.0971	0.0174	5.5862	0.0000*	Accepted
		Self Compassion (W)	0.2437	0.0259	9.4041	0.0000*	Accepted
		Interaction (X*W)	-0.0089	0.0016	-4.6634	0.0000*	Significant
		$R^2=0.314$					

* $p<0.05$

There is a statistically significant and positive correlation between intrinsic motivation and extrinsic motivation ($r=0.311$, $p<0.005$) and performance ($r=0.376$, $p<0.05$). There is a statistically significant and positive correlation between extrinsic motivation and performance ($r=0.165$, $p<0.05$).

The mediating role of intrinsic motivation in the relationship between self-compassion and performance variables was analyzed and presented in Table 6. Before testing the mediating role of the created model, it was examined whether the independent variable had an effect on the dependent variable.

Table 6. Results on the mediating role of intrinsic motivation in the relationship between self-compassion and performance

Impact	β (Estimation)	Standard error	t	p	Result	
Self-Compassion → Performance	0.3735	0.0659	5.6716	0.0000*	Accepted	
Direct Impact	β (Estimation)	Standard error	t	p	Result	
Self-Compassion → Intrinsic Motivation → Performance	0.1809	0.0706	2.5633	0.0107*	Accepted	
Indirect Impact	Estimation		Confidence Interval	Result		
Self-Compassion → Intrinsic Motivation → Performance	0.1926		(0.1154, 0.2780)		Significant	
		$R^2=0.155$				

Consistent with the established model, the moderating role of self-compassion between extrinsic and intrinsic motivation was examined and presented in Table 5. The effects of the independent variable (X), moderator (W), and interaction (X*W), which is the model of the research, on the dependent variable (Y), which is the outcome variable, are given in Table 4. It is seen that this effect is significant ($p<0.05$).

At the end of this examination, it was seen that self-compassion had a statistically significant effect on performance ($\beta=0.3735$, $p<0.05$).

While the effect of the independent variable on the dependent variable was significant, it was examined whether it had a mediator role in this effect. Therefore, the fact that the values in the 95% confidence interval did not include 0 (0.1154,

0.2780) showed that the model had a mediating role in the model.

It was understood that there is a mediator role, and it was tested whether the direct effect was significant to decide what the mediator role was. As a result, it was seen that the direct effect was significant, but the effect coefficient decreased and there was partial mediation ($\beta=0.1809$, $p<0.05$). The disclosure rate of the model was found to be 15.5% ($R^2=0.155$). In line with all this information, all hypotheses of the research (H_1 , H_2 , H_3 , H_4 , and H_5) were accepted.

Conclusion

The data collected from 393 people working in the textile sector were analyzed in line with the model created in the research. As a result of the research, the validity of the measurement tools was tested. The reliability of the analysis was ensured. All hypotheses related to the research were supported. Self-compassion was determined to be important for motivation and performance. Relationships between extrinsic motivation, self-compassion, intrinsic motivation and performance were determined.

In this study, it was determined that extrinsic motivation positively affects self-compassion, intrinsic motivation and performance. It was observed in this study that self-compassion positively affects intrinsic motivation and performance, while intrinsic motivation affects performance positively. In addition, the relationship between extrinsic motivation and intrinsic motivation was also revealed to have a moderating role of self-compassion. The relationship between self-compassion and performance and the partial mediation effect of intrinsic motivation were also revealed. In this direction, it was seen that self-compassion is important and self-compassion has a moderating role in extrinsic motivation and intrinsic motivation. It has been determined that self-compassion positively affects performance and that intrinsic motivation partially mediating the effect of self-compassion on performance. The following results obtained show parallelism with some studies in the literature. The result that

extrinsic motivation has a positive effect on intrinsic motivation is in line with the results of the studies of Eisenberger & Shanock (2003), Ommering & Dekker (2017) and Liu (2020). The conclusion that self-compassion positively affects intrinsic motivation coincides with the results of the studies of Neff et al. (2005), Künye and Aydıntan (2020). The result that self-compassion positively affects performance is consistent with the results of the studies of Neff and Knox (2017), Killham et al. (2018), and Jennings et al. (2022). The result that self-compassion has a moderating role in the relationship between extrinsic motivation and intrinsic motivation is in line with the results of the study of Kotera et al. (2021).

The value of employees' personal resources is increasingly recognized. One of these resources is self-compassion and it has an important role on different variables. Creating environments and situations that will increase employees' self-compassion levels will increase both their motivation and performance.

The fact that the research was carried out in textile enterprises in Kahramanmaraş province and was carried out only in a single province and in the textile sector is among the limitations of the research. Another limitation of the research is that it was carried out only within a certain period of time, taking into account time and cost. On the other hand, the fact that the study in which these four variables were handled together has not been found in the national and international literature makes the research valuable. Studies conducted in larger sample groups, in which quantitative and qualitative research methods are used together, will enrich the literature and shed light on both researchers and practitioners.

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