An Investigation of Employee Performance Differences between Native and Immigrant Employees

Emad Anver ALBAYATI (ID) **ª Şule ERDEM TUZLUKAYA** (ID) **ᵇ**

ª Atılım University, Ankara, Turkey. Emadanwer84@gmail.com

ᵇ Atılım University, Ankara, Turkey. sule.tuzlukaya@atilim.edu.tr

ARTICLE INFO	ABSTRACT
	Purpose - Employee performance assessments are carried out using different techniques and tools, including subjective scales. Moreover, with the increase of immigration for work around the world, there is a question about the difference in employee performance between local and immigrant workers. The research aims to investigate the differences in employee performance between native and immigrant employees. **Design/methodology/approach –** This research presents data from Turkey on employee performance using a subjective scale with three dimensions. A total of 113 questionnaires were analysed from employees of NGO firms in Turkey, while the sample included native Turkish employees and immigrant employees. The analysis techniques included verification of the measurement model through confirmatory factor analysis, as well as a structural model and Pearson's correlation for relationship testing. An ANOVA test was used for the testing of significant differences between the two ethnic groups. **Findings –** The CFA showed an acceptable fit of the measurement model for employee performance, while the reliability of the scale showed an overall Cronbach's alpha of 0.951. The structural model showed strong correlations between the three dimensions of employee performance: contextual and adaptive ($\beta = 0.864$, $p < 0.001$), task and adaptive ($\beta = 0.878$, $p < 0.001$), and tasks and contextual ($\beta = 0.919$, $p < 0.001$). The Pearson's correlations confirmed similar results of the structural model. The results of the research indicated that despite the apparent difference in aggregated mean score on the indicator and dimension levels, there were no significant differences in subjective employee performance evaluation at the 0.05 level between local and immigrant employees. **Discussion –** The ANOVA results confirmed the hypotheses of the research that assumed no significant differences between native and immigrant workers in terms of their performance. While research in the literature assumes that immigrant workers can have negative impacts on micro and macro-economic indicators, the Turkish case study confirms that immigrant workers can achieve work requirements and productivity. There were slight differences with regards to adaptive performance, which were noticed but not statically significant for the native workers. However, these differences are expected to diminish using specific organizational strategies.

1. INTRODUCTION

Employee performance also referred to as job performance, is defined as "the ability of a person to achieve targets and goals, in addition to levelling to the expectations of his supervision and management" (Shaikh, Tunio, & Shah, 2017, p. 312). According to Aguinis (2009) the definition of employee performance is narrated through understanding behaviours, studying each behavioural pattern, and linking to the employee' appraisal. McCloy, Campel, & Cudeck (1994) focused on the knowledge of the employee to determine his or her performance. The author discussed different types of knowledge, such as procedural and declarative. Tinofirei (2011, p. 15) defined employee performance as "the success in the completion of the task, as set and measured by a supervisor, based on acceptable standards that have been established, by utilizing the available resources effectively and efficiently". Griffin, Welsh, & Moorhead (1981, p. 656) defined the term as "the contribution of the employee to the organization". All definitions agree that the supervisor should be able to measure tangible outcomes from the employee in order to determine performance. The literature, on the other hand, has focused on identifying the factors that influence employee performance as a recognized concept that can influence other performance criteria in the organization (Hatane, 2015).

Pradhan & Jena (2017) constructed an employee performance model based on three dimensions: Task performance, adaptive performance, and contextual performance. Task performance refers to the ability of the employee to work according to industry standards, multitask between several assignments, maintain passion for the role, perform highly in comparison with other team members, and the ability to perform tasks with minimal supervision. Contextual performance refers to the ability to take responsibility, offer advice to other team members, participate in discussions and meetings, coordinate tasks with team members, offer help to other team members, encourage team members, express empathy, and sympathy to colleagues, help new team members, and demonstrate effective communication skills (Griffin, Neal, & Neale, 2000). Adaptive performance refers to the ability of the employee to respond to job changes, demonstrate flexibility in the role, carry out solutions through consensus, control emotions in stressful situations, adapt to changes in teamwork, adapt performance according to available information, and cope with organizational changes (Park & Park, 2019).

Benghoul (2018) and Esen & Binatli (2017) presented research results that assessed the effect of immigrant workers in Turkey on employment and economic factors. A negative relationship was found between increasing immigrant workers and each of inflation and growth rate (Benghoul, 2018), while there were no adverse effects on unemployment (Esen & Binatli, 2017). Moreover, Carrasco, Jimeno, & Ortega (2008) confirmed that immigrant workers did not negatively impact compensations of native workers or the employment rates in Spain. These studies suggest that immigrant employees have macro-economic effects; however, no research had addressed micro effects on the organization, especially in terms of performance. The aim of the current research is an evaluation of employee performance using a subjective scale for a comparison between Turkish and immigrant workers in Turkish organizations.

2. LITERATURE REVIEW

Employee performance is an integrated part of overall organizational performance, which collectively contributes to the organization's success and achieving higher productivity and competitive advantage. (Raza, Anjum, & Zia, 2014). According to research, focusing on individual employee performance and appraisal is an effective strategy for driving organizational performance (Tatar, 2011). Shaheen, Naqvi, & Khan (2013) tested the mediating effect of employee performance in improving organizational performance through putting efforts into employees' training. Employee's performance showed an impact of 26% on organizational performance based on a regression model with a 0.001 significance level. Therefore, it is evident that aspects enhancing employee's performance, including training, engagement, satisfaction, and morale, have a good potential to increase organizational performance (Diamantidis & Chatzoglou, 2019).

Massoudi (2016) identified four main factors affecting employee performance, which are empowerment, transformational leadership, teamwork, and work environment. These factors were suggested as direct measurement dimensions for employee's performance, and also as key factors that impact it. The correlational analysis of the study showed positive moderate correlations between the four factors and employee's performance significant at the 0.05 level, while the highest correlation coefficient was for teamwork. Tuffaha (2020) reviewed the determinants of employee performance through a literature review of the most affecting factors of the concept.

The way knowledge is acquired, shared, and transferred within the organization is considered critical in providing the necessary information for the employee to act on them. The level of technological adoption in the organization is also important in providing the necessary tools for the employee. Environmental factors, including empowerment and culture, are shown as influential in determining employee performance. The support of the organization for innovation and creativity enables the employee to utilize knowledge and resources and take decisions that can make a difference in increasing competitive advantage (Tuffaha, 2020).

Ahmad & Shahzad (2011) investigated the effect of three factors on employee performance: compensation, appraisal, and promotion. The research was applied to more than 100 university instructors. Employee's performance only showed a significant correlation at the 0.01 level with compensation practices, which had a positive weak nature. A positive moderate correlation was found between compensation and appraisal. The

results of the study show that employee performance is more complex in determination and measurement than using a simplified scale for measurement. Therefore, any measurement technique needs to consider the several factors that represent the concept.

3. RESEARCH DESIGN

3.1. Research Hypothesis

While no correlation was found between immigrants and their job satisfaction, Chowan, Zeytinoglu, & Cooke (2016) have presented a multiple regression model that showed a moderate negative effect of being an immigrant worker in Canada on job satisfaction (β = -0.308, p < 0.01). Moreover, high performance work systems (HPWS) showed a positive impact on enhancing job satisfaction, including pay-for-performance (β = 0.0890, p < 0.05). The results of the study suggest that being an immigrant can affect employee performance. Arasli, Arici, & Ilgen (2019) examined human resources practices that can enhance engagement and retention for immigrant workers in North Cyprus, where Moderate positive correlations were found for adjustments, referred to as crafting, made in tasks (engagement r = 0.301 and retention r = 0.305, p < 0.01), relations (engagement r = 0.212 and retention r = 0.217, p < 0.01), and cognitive approach (engagement r = 0.221 and retention r = 0.249, p < 0.01). Such results suggest that adjustments are required in operational and human resource systems to enhance immigrant employee performance. Furthermore, Horverak et al. (2013) studied the perception of managers towards immigrant workers during the hiring process. The study indicated that managers prioritize a person-job fit; however, it showed from the results that these decisions are biased against immigrants for cultural reasons while using performance as an excuse.

H: There is no statistically significant difference in employee performance between native and immigrant workers.

3.2. Methods, Sample, and Data Collection

The main aim of the study is to investigate the differences in performance between local and immigrant workers in Turkish organizations. The scale used for measurement consists of 23 items, which is adopted from Pradhan & Jena (2017), using a subjective scale method that is based on self-evaluation of different aspects: Task, context, and adaptatıon. The items of the scale are distributed among the three main dimensions, as follows:
- Task performance: 6 items
- Contextual performance: 10 items
- Adaptive performance: 7 items

Data was collected through an electronic form from different NGOs in Turkey. Each of the items was evaluated on a 6-point Likert scale. Moreover, demographic data were collected from the participants, including gender, age, marital status, and education level. The questionnaire was distributed using an electronic form via email to a database of 700 employees in Turkey. A total of 148 questionnaires were filled. After checking for completion, 113 questionnaires were qualified for analysis. 64 questionnaires were submitted by local employees (56.64%) and 49 questionnaires were submitted by immigrant employees (43.36%). Data were checked for reliability and analysed through descriptive statistical techniques. Relationships between employee performance dimensions were investigated, as well as differences between local and immigrant employees in their evaluations.

4. RESULTS

4.1. Reliability and Validity

The reliability of the scale is checked using Cronbach's alpha, as shown in Table 1. The overall reliability of the employee performance scale is 0.951, which is considered high. Cronbach's alpha for task performance, contextual performance, and adaptive performance are 0.805, 0.913, and 0.897, respectively. Based on the reliability analysis, the used scale and obtained data can be deemed acceptable.

Table 1. Reliability analysis

Scale	Dimension	Cronbach's Alpha	
	Task performance	0.805	
Employee performance	Contextual performance	0.913	0.951
	Adaptive performance	0.897	

4.2. Construct Validity

Confirmatory factor analysis is performed for the employee performance model used in the study, as illustrated in Figure 1, where the correlations between the three main dimensions of employee performance were found positive and strong. The validity of the model is confirmed through a few variables, as shown in Table 2. The IFI and CFI variables were found as 0.811 and 0.808, respectively, which are deemed adequate. The RMSEA indicator was found as 0.115, which is close to the 0.05 threshold targeted by the model considering the sample size. Therefore, the model is considered fit and allows further analysis of the variables (Cho et al., 2020).
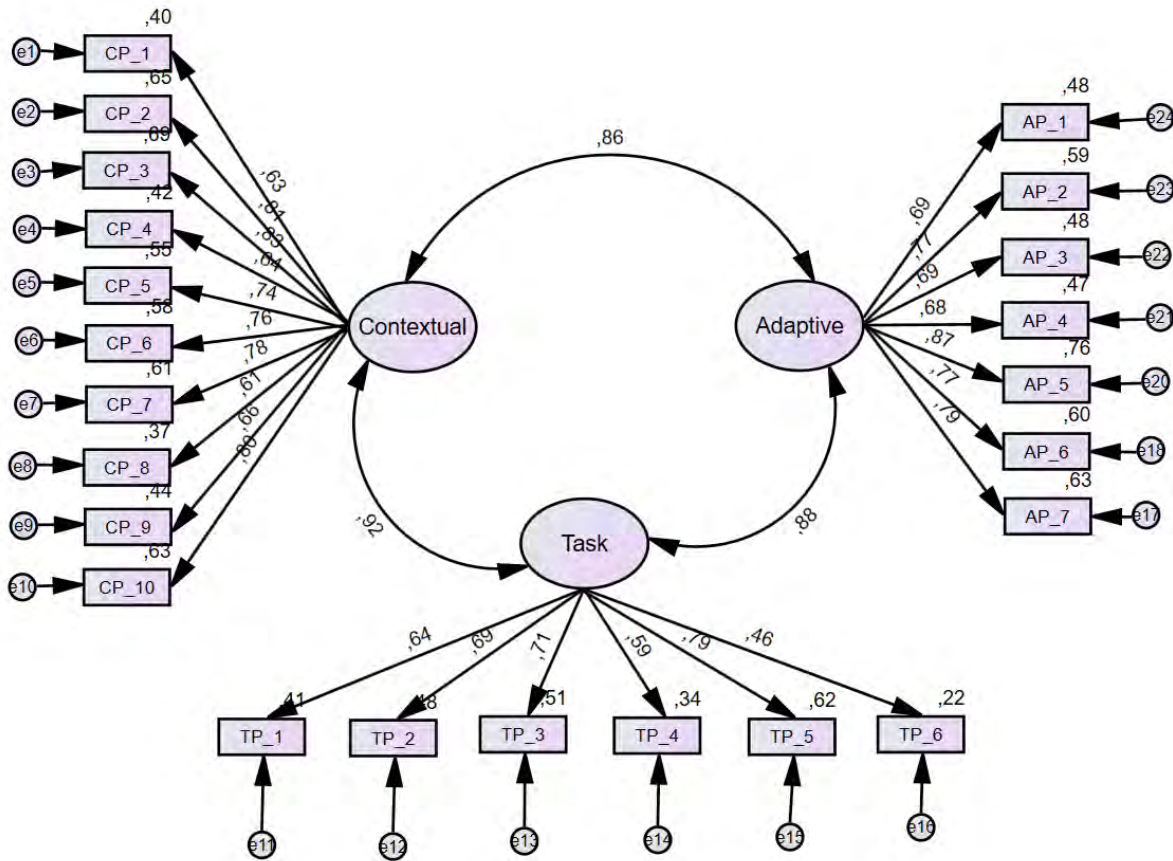

Figure 1. Confirmatory factor analysis for employee performance model

Table 2. Confirmatory factor analysis model fit variables

Variable	CMIN	df	CMIN/DF	GFI	CFI	RMSEA
Model	565.420	227	2.491	0.811	0.808	0.115

4.3. Demographics and Descriptive Statistics

Descriptive statistics of the participants' demographic data are presented in Table 3. In gender, 40.7% of the participants were males and 59.3% were females. Most of the participants are in the age category between 30 and 39 years old (51.3%), followed by the ones between 21 and 29 years old (40.7%). Most of the participants are single (66.4%) and the majority of the sample have a university degree (62.8%).

Table 3. Descriptive statistics for demographics

	Category	N	Percent	Mean	SD
Gender	Male	46	40.7	1.59	0.493
	Female	67	59.3		
Age category	21 to 29	46	40.7	2.67	0.619
	30 to 39	58	51.3		
	40 to 49	9	8.0		
Marital status	Single	75	66.4	1.34	0.475
	Married	38	33.6		
Nationality	Local	64	56.6	1.43	0.498
	Immigrant	49	43.4		
Education	High school	10	8.8	4.19	0.580
	University	71	62.8		
	Higher	32	28.3		

Table 4 shows the descriptive statistics of the employee performance scale. The mean values for all the items were above the 4th point on the 6-point Likert scale, which is above the middle point. In task performance, local employees had higher means in three of the six items, while immigrant employees scored higher in the other three. In contextual performance, local employees aggregated a higher mean score in six of the ten items, while immigrant employees aggregated higher mean score in the other four. In adaptive performance, local employees aggregated higher mean scores in all seven items. Table 5 shows the mean scores of scale dimensions, where immigrant workers indicated a higher task performance mean and the local workers indicated higher contextual performance and adaptive performance means.

Table 4. Descriptive statistics for employee performance scale items

Factor	Descriptive					
	All		Local		Immigrant	
	Mean	SD	Mean	SD	Mean	SD
TP_1	5.12	.980	5.02	1.046	**5.24**	.879
TP_2	5.35	.832	**5.39**	.902	5.29	.736
TP_3	5.13	1.065	**5.27**	.996	4.96	1.136
TP_4	4.99	.901	4.86	.974	**5.16**	.773
TP_5	5.35	.834	**5.42**	.887	5.27	.758
TP_6	5.00	1.188	4.81	1.424	**5.24**	.723
CP_1	4.67	1.199	**4.94**	1.067	4.33	1.281
CP_2	4.86	.885	**4.92**	.914	4.78	.848
CP_3	5.07	.961	**5.20**	1.011	4.90	.872
CP_4	4.94	1.096	**5.23**	.938	4.55	1.174
CP_5	5.42	.754	5.42	.832	**5.43**	.645
CP_6	4.96	.963	4.95	1.030	**4.98**	.878

| Factor | Descriptive | | | | | |
| | All | | Local | | Immigrant | |
	Mean	SD	Mean	SD	Mean	SD
CP_7	5.20	.918	5.13	1.047	**5.31**	.713
CP_8	5.24	.889	5.23	.886	**5.24**	.902
CP_9	5.40	.797	**5.41**	.830	5.39	.759
CP_10	5.24	.889	**5.38**	.845	5.06	.922
AP_1	5.20	.709	**5.31**	.732	5.06	.659
AP_2	4.74	1.140	**4.81**	1.220	4.65	1.032
AP_3	4.97	.995	**5.06**	1.022	4.86	.957
AP_4	5.10	.916	**5.30**	.849	4.84	.943
AP_5	5.19	.851	**5.31**	.889	5.02	.777
AP_6	5.15	.826	**5.23**	.831	5.04	.815
AP_7	5.02	.906	**5.03**	.890	5.00	.935

Table 5. Descriptive statistics for employee performance overall evaluation and scale dimensions

| Dimension | Descriptive | | | | | |
| | All | | Local | | Immigrant | |
	Mean	SD	Mean	SD	Mean	SD
TP	5.16	.694	5.13	.780	**5.19**	.568
CP	5.10	.706	**5.18**	.772	5.00	.600
AP	5.05	.719	**5.15**	.753	4.92	.657

4.4. Correlational Matrix

A correlational analysis was performed between the overall evaluation and dimensions of the employee performance scale, as shown in Table 6. The analysis showed strong positive correlations between employee performance (EP) and its dimensions. In correlations with employee performance, contextual performance had the highest correlation ($\varrho = 0.936$, $p < 0.01$), followed by adaptive performance ($\varrho = 0.919$, $p < 0.01$), and task performance ($\varrho = 0.909$, $p < 0.01$). Among the variables of employee performance, contextual performance and adaptive performance had the strongest correlation ($\varrho = 0.802$, $p < 0.01$). Task performance had the strongest correlation with contextual performance ($\varrho = 0.783$, $p < 0.01$), followed with its correlation with adaptive performance ($\varrho = 0.733$, $p < 0.01$).

Table 6. Correlational analysis for employee performance (EP) scale ($p < .05$)

	EP	TP	CP	AP
EP	1			
TP	.909**	1		
CP	.936**	.783**	1	
AP	.919**	.733**	.802**	1

**. Corelation is significant at the 0.01 level (2-tailed).

4.5. Regression Analysis through Structural Modelling

The standardized factors of the model indicators were all found significantly influential as confirmed by the regression weights presented in Table 7. All factors were highly influential on their dimensions. In

contextual performance, CP3 had the highest effect ($\beta = 0.831$). In task performance, TP5 had the highest effect ($\beta = 0.789$). In adaptive performance, AP5 has the highest influence ($\beta = 0.871$). All effects are significant at $p < 0.001$.

Table 7. Standardized regression weights for confirmatory factor analysis paths

Analysis Path			β	SE	CR	P
CP_1	←	Contextual	.631	.113	41.443	.000
CP_2	←	Contextual	.809	.083	58.352	.000
CP_3	←	Contextual	.831	.090	56.091	.000
CP_4	←	Contextual	.645	.103	47.889	.000
CP_5	←	Contextual	.743	.071	76.518	.000
CP_6	←	Contextual	.762	.091	54.804	.000
CP_7	←	Contextual	.780	.086	60.277	.000
CP_8	←	Contextual	.611	.084	62.633	.000
CP_9	←	Contextual	.660	.075	72.032	.000
CP_10	←	Contextual	.796	.084	62.633	.000
TP_3	←	Task	.713	.100	51.237	.000
TP_4	←	Task	.586	.085	58.864	.000
TP_2	←	Task	.690	.078	68.288	.000
TP_1	←	Task	.642	.092	55.499	.000
TP_5	←	Task	.789	.078	68.269	.000
TP_6	←	Task	.464	.112	44.750	.000
AP_4	←	Adaptive	.682	.086	59.169	.000
AP_3	←	Adaptive	.695	.094	53.125	.000
AP_5	←	Adaptive	.871	.080	64.783	.000
AP_2	←	Adaptive	.767	.107	44.230	.000
AP_6	←	Adaptive	.774	.078	66.271	.000
AP_1	←	Adaptive	.690	.067	78.005	.000
AP_7	←	Adaptive	.795	.085	58.863	.000

The results of the correlational analysis were also confirmed through the structural model obtained for the confirmatory factor analysis, as shown in Table 8, through positive strong effects. The model showed the highest influence of task performance on contextual performance ($\beta = 0.919$, $p < 0.001$), followed by the influence of task performance on adaptive performance ($\beta = 0.878$, $p < 0.001$), and the influence of contextual performance on adaptive performance ($\beta = 0.864$, $p < 0.001$).

Table 8. Correlation paths between employee performance dimensions

Analysis Path			β	SE	CR	P
Adaptive	←	Contextual	.864	.068	4.640	.000
Adaptive	←	Task	.878	.058	4.657	.000
Contextual	←	Task	.919	.095	4.542	.000

4.6. Variance Analysis between Locals and Immigrants

A one-way ANOVA test was performed to investigate the differences in employee performance evaluations between participants based on their nationality, as shown in Table 9. The findings of the analysis show that there are no significant differences between local and immigrant employment at 0.05 significance level in the variable and its sub-dimensions.

Table 9. One-way ANOVA test for differences in employee performance evaluations between local and immigrant employment

		Sum of Squares	df	Mean Square	F	Sig.
TP	BG	.122	1	.122	.252	.617
	WG	53.783	111	.485		
	Total	53.905	112			
CP	BG	.953	1	.953	1.930	.168
	WG	54.817	111	.494		
	Total	55.770	112			
AP	BG	1.437	1	1.437	2.829	.095
	WG	56.407	111	.508		
	Total	57.845	112			
EP	BG	.371	1	.371	.875	.352
	WG	47.008	111	.423		
	Total	47.378	112			

5. CONCLUSION AND DISCUSSION

The purpose of the study was to look into the differences in employee performance between local and immigrant workers in Turkish organizations. The confirmatory factor analysis performed on the used employee performance scale revealed an acceptable model fit with good intercorrelations between the indicators within the structural model. Pearson's rho explanatory analysis confirmed strong positive correlations between the variable's dimensions. The one-way ANOVA test for differences between native and immigrant employees revealed no significant differences in overall employee performance or any of its sub-dimensions: task, contextual, or adaptive. Thus, the hypothesis of the research stating "H: There is no statistically significant difference in employee performance between native and immigrant workers" is accepted/ supported.

Despite research that showed that immigrant worker has impacts on economic and organizational indicators, the current research indicates that there is no difference in employee performance evaluations between local and immigrant employees.. The descriptive statistics showed higher mean scores balanced between local and immigrant workers for task performance and contextual performance. However, local Turkish employees showed higher mean scores for adaptive performance, which could be attributed to them being used to the culture and work environment. Employee empowerment can be used in this aspect as an effective tool to enhance the adaptation of immigrant employees into the organization, as Konakay et al. (2021) showed its positive effects on employee performance. Tetik (2019) confirmed a positive relationship of organizational socialization strategies (education, organizational understanding, support, and expectation management), which is suggested as another tool to diminish any possible differences, on work motivation and performance. The utilized scale for the subjective measurement of employee performance showed high reliability in measuring the concept through Cronbach's alpha and the correlational analysis between its dimensions. Therefore, it is recommended to use the scale for future evaluations.

The research is limited to the case study of NGOs operating in Turkey, which requires verification in other organizational and national contexts. Furthermore, future research can focus on other types of organizations in Turkey to confirm or argue against the obtained results. The sample used in this study has its special characteristics due to the high level of education of the sample and high proficiency in Turkish language. Results in future research can differ if the scale is applied to craftsmen, handy workers, skilled labour, and unskilled labour.

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