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SOSYAL BİLİMLER ENSTİTÜSÜ

KAMU YÖNETİMİ ANABİLİM DALI
HUMAN RESOURCES
MANAGEMENT &
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EFFECTS OF TEAM WORK IN
ORGANIZATIONS ON JOB
SATISFACTION AND AN
APPLICATION

YÜKSEK LİSANS TEZİ

Ayşe KESKİN

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Adviser: Assistant Prof. Deniz BÖRÜ**

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APPRECIATION

I would like to thank to everybody that helped me with my thesis studies including first of all my family; my adviser Assistant Professor Deniz BÖRÜ, my dear friend Esra IRMAK and to all bank employees who answered my questionnaires.



TEŐEKKŪR

Hazırlamıő olduđum yūksek lisans tezım sırasında maddi ve manevi destekleriyle her zaman yanımda olan aileme; alıőmalarımı yakından takip ederek destek olan danıőman hocam Sayın Yrd. Do. Dr. Deniz Būrū'ye; bana araőtırmamı yapma imkanı tanıyan banka alıőanlarına, sevgili arkadaőım Esra Irmak'a ve emeđi geen herkese sonsuz teőekkūrlerimi sunarım.



ABSTRACT

The aim of this study is to investigate the role of teamwork in the organizations on job satisfaction. The first part of the study is about the theoretical development that is based on teamwork and job satisfaction.

After the theoretical framework, a practice is conducted out in a total of four banks and on 108 employees of these banks. A teamwork scale and Minnesota Job Satisfaction Scale are used for measurement.

Questionnaires are used as data collection instruments to measure the role of teamwork on job satisfaction. In the result of this study, answers were evaluated and the relationship among scales were explained.



ÖZET

Bu çalışmanın amacı, örgütlerde uygulanan takım çalışmasının çalışanlarda iş tatmini yaratmadaki rolünün incelenmesidir. Çalışmanın ilk bölümünde geniş bir literatür taraması yapılarak konu teorik çerçevede sunulmuştur. Konunun teorik çerçevesi 2 ana bölüme ayrılmıştır. İlk bölüm örgütlerde uygulanan takım çalışması ve ikinci bölüm iş tatmini olarak verilmiştir.

Çalışma teorik bir çerçevede sunulduktan sonra, konuyu desteklemek amacıyla bir uygulama yapılmıştır. Uygulama bankacılık sektöründe yer alan 4 organizasyonda ve toplam 108 çalışan üzerinde yürütülmüştür. Örneklem grubundan takım çalışması, iş tatmini ve demografik durumları ile ilgili verilerin toplanması amacıyla; takım çalışması ile ilgili olarak takım çalışması ölçeği, iş tatmini ölçümünde Minnesota İş Tatmin Ölçeği, ve Demografik Bilgi Formu kullanılmıştır. Bu ölçekler sonucunda veriler değerlendirilerek; takım çalışması ve iş tatmini arasındaki ilişki bu bulgularla açıklanarak çalışma tamamlanmıştır.

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I. INTRODUCTION

Perceiving that they will become more successful digressing the traditional structure, the organizations benefit from team works to achieve their targeted strategy. By means of the teams, abilities and experiences of the members come together and thus more success is achieved in concepts such as quality, innovations, customer services that have direct effect on organization's achievement. The teams can easily adapt themselves to the new information and technologies and thus the organizations can adapt their structuring to the current conditions. The role of the administrators is very important for assimilation of the team works by the employees of the organization and for achievement of the team works. They should believe in the necessity of the management teams and make their employees have the same belief and control the compliance of the teams with the task in terms of structure, size and similar characteristics. Thus, the teams will be able to be adapted to the organization structure more easily and the first step for the enhancement of the organization's performance will be taken. (Kendiroğlu, 2000, p. 6)

II. TEAM WORK IN ORGANIZATIONS

A. General Concepts

In literature, the terms “team” and “group” have been defined in similar ways by different researchers. There are not very clear and distinctive differences between the two terms. However, group and term are not the same things. (İslamoğlu, 1999, p. 7)

1. Definitions Of Team And Group

Some definitions of the term *Team* are as follows:

Team is a group of people that perform similar works, voluntarily gather together to analyze the problems and to create solutions and present them to the management. In other words, team is the place where collective ideas are generated. The employees undertake responsibilities for quality and productivity, execute the works and develop their abilities and skills in line with the expectations of the organization. (Gustafson, and Kleiner, 1994, p.17)

The team is a group of small number of people who have mutual responsibilities within a common target and mission and have ability and skills completing each other. (Kendiroğlu, 2000, p. 7)

Team is the group of two or more people who have come together to reach the preset targets and are dependent on each other and act together. (Eren, 1998, p. 371)

Regardless of being small and temporary, teams are distinctive social systems where members can use their own authorities in performance of their tasks. (Kendiroğlu, 2000, p. 7)

Team is the group of people who have come together to reach the common targets. (Schermerhorn, and Others, 1997, p. 194)

Team is a group where people forming it create positive synergy with their common efforts. (Robbins, 1996, p. 348)

Based on the definitions, common features of the teams can be listed as follows (İslamoğlu, 1999, p.7):

- Two or more people are required for the formation of the team.
- Team members work to achieve a common goal.

- The people forming the team are dependent on each other and act together.
- In teams, there is mutual responsibility between the individuals.
- The members are influential in making decisions.

Group concept can be defined as:

Group is the gathering of two or more people who have common goals. Group members are independent people who are in communication for some certain goals. (Schermerhorn, and Others, 1997, p. 196)

Group is the composition of people who have come together to share information related to the problems that each member face and to reach an agreement. Group consists of individuals who share common norms, generally have different roles among themselves and are in communication with each other in line with the common business goals. A fact that influences one of the group members also influences the other group members, and as such, facts affecting the groups also affect all group members. (İslamoğlu, 1999, p. 8)

Groups are small or big individual communities that interact with each other, are psychologically aware of each other's presence and perceive itself as a group. Even if the group members have some similarities, there might be different personal reasons for each member to join the group. Generally, people join the groups in order to reach the feeling of reliance, satisfaction, power and success.

Based on the definitions, common features of the groups are as follows (Kendiroğlu, 2000, p. 7-10):

- There is an informal, relieved atmosphere in the groups.
- The target of the group is recognized and acknowledged by the members.
- The members disclose their ideas and opinions and listen to each other.
- Conflicts and dissidences do not concern individuals but opinions and methods.

The decisions are taken unanimously

2. Differences Between Team And Group

If we examine the difference between two concepts:

Team is the group of people but it is not possible to form a team by only bringing a group of people together. In other words, while all teams are groups, not

all groups are teams. The concept “team” signifies common responsibility, mission and goal shared by the members. The presence of common goal ensures high loyalty of the members. In groups, however, it is not necessary that such a common goal exists. People having different individual goals can reach their goals by sharing information through the group. While it is not necessary to create synergy in the group, teams produce positive synergy as a result of common efforts.

In groups, there is less loyalty towards the results of the goals. Therefore, teams are more productive compared to groups. Teams have more flexible structure compared to groups. Teams come together for the new studies and focus on the subject more rapidly. During team works, the members incorporate their skills and abilities and create synergy and thus reach the common conclusion. However in groups, there is no concern such as creating synergy. The performance that emerges at the end of the group work is the result of the contributions of each individual. (Black, and Porter, 2000, p. 295)

Group is the community in which two or more people act independently. In a work group, people have different specializations and exchange information in order to perform their own responsibilities. The exhibited performance is the sum of the individual works performed by the group members. In teams, there are coordinated studies. Individual jobs have influence on the team performance. (Robbins, 2000, p. 305)

A working group becomes a team when the following cases are confronted (Thorne, and Smith, 2000, p. 348):

- When leadership becomes a shared event
- When works require collectivity instead of individuality
- When the group designates its own target and tasks
- When problem solving becomes a life style instead of a part-time activity
- When efficiency is measured through the outputs generated by the group.

In brief (İslamoğlu, 1999, p. 13):

- Teams are formed outwardly in order to materialize the specific projects. Informal groups are formed spontaneously.
- Since teams are formed outwardly, they can disintegrate after completion

of their works, and may not see each other again, while informal groups do not disintegrate after performance of the task due to their naturally formed structure in line with the social requirements of the employees and therefore they are much more prolonged compared to the teams.

- Teams can only be identified with the formal groups formed by the organization to achieve a common goal. In other words, all teams are groups while only formal groups can be teams.
- Some teams (such as self-managing teams) do not have leaders. The responsibility is shouldered by all team members, each member can control the other. The duties of the leaders (planning, organization, execution, control ...) are carried out by the team members. However, each group has a natural or elected leader.

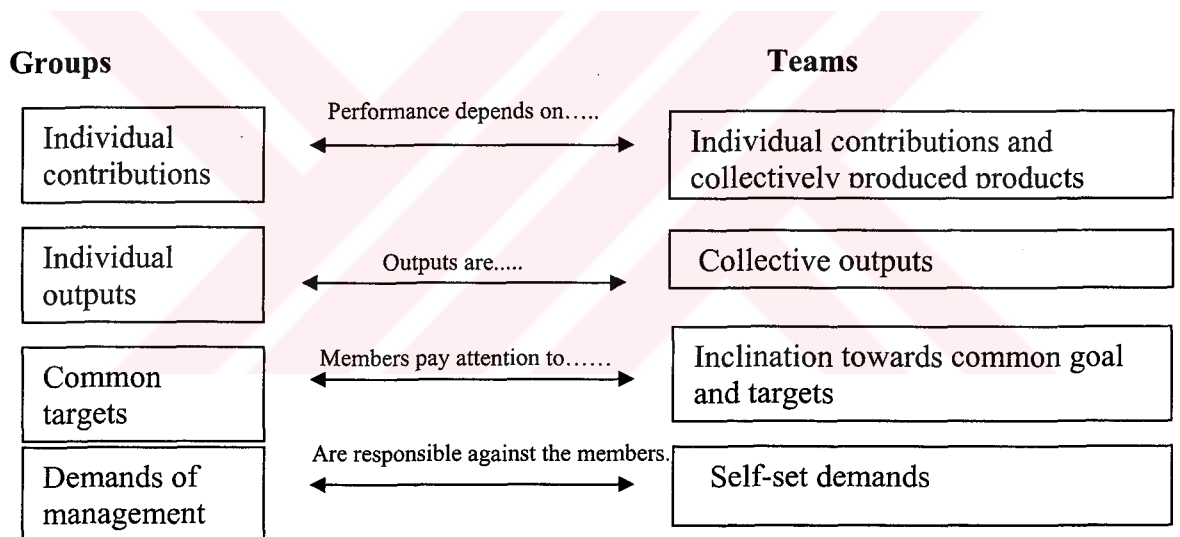


Figure 1: Differences of Teams and Groups (Greenberg, Jerald and Baron, Robert A., 2000, p. 272)

B. Historical Development Of Teams

In history, teams extend back to “group dynamics movement” of Kurt Lewin. Before formation of teams, groups were being used in organizations prevalently. The most important representatives of team work were “Quality of Work Life” and “Socio-technical Approach”.

- **Quality of working environment:**

All characteristics of working environment are important. They are focused on the effect of work on people. The view "the employees become tied to the organization as much as their influence in decision making" has been advocated.

- **Socio-technical Approach:**

Socio-technical approach has treated problems such as lack of continuity, resignation and low quality at workplaces, and aimed to ensure consistency between social, technological and individual systems. As a result of this approach, working groups consisting of 5-12 persons have been formed. These groups have elected their own administrators and evaluated their works by themselves. (İslamoğlu, 1999, p. 17)

C. Establishment Stages Of Teams

Teams are not groups that are formed instantaneously. Forming a well coordinated group that acts together from a mass consisting of a group of strangers is a long process. Teams pass through certain phases and reach maturity. (Eren, 1998, p. 375)

These phases are (Kendiroğlu, 2000, p. 10):

1. Establishment Phase

It is the phase during which the members recognize and understand each other. Ambiguity level is very high, formal and informal leaders have authority and power. The members seek answers to the questions "what the basic principles are" and "what is expected from them".

2. Confusion Or Chaos Phase

In this phase, personalities of the members are the most important subject matter. People are more conscious about what is expected from them and their roles within the team. Conflicts and disagreements can arise. The team may disintegrate unless this phase can be accomplished. The group leader should encourage each member to take active role in the activities related to the target.

3. Norming Phase

It is the settlement phase of behavior forms. The conflicts are resolved and unity in team is settled. The leader and the roles of the members are determined. The members accept each other. Team spirit is developed. The rules and values of the team are adopted by each member.

4. Achievement Phase

The members should try their best to achieve the goals of the team, continuously be in communication, and seek solutions for disagreements. Anything that could help achievement of goals should be examined one by one and solved. The members should always be in communication for this and make discussions that could facilitate achievement of goals.

5. Disintegration Phase

Disintegration emerges in teams that have completed a certain task. During this phase, the works gradually slow down and cease. The most important thing is not to perform a task but to complete the initiated tasks. The members become upset for the ending relations while they become happy to have achieved the target. At the end of this phase, the leaders announce the termination of the team's task by arranging a ceremony or a meeting.

In brief (Eren, 1998, p. 375):

- Group members are elected.
- Warmup period is experienced; the members obtain information about how to achieve their tasks and the target.
- Answers are sought for questions of control, struggle and "who will be the leaders". In other words, hierarchy is determined.
- Task distribution and timing is fixed.
- The group disintegrates after completion of the tasks.

D. Factors That Affect The Formation Of The Team

Randomly forming a team is not sufficient for its prosperity. It is essential to fulfill some provisions for this. Some of these provisions can be listed as follows (Eren, 1998, p. 375-376):

- Team members should reciprocally accept each other.
- Free and unrestricted communication and decision making among team members.
- Productivity and effective task motivation of the team members.
- Formation of norms for controlling the behaviors of team members and operation of auto control system.

One of the most important factors that play role on achievement of a team is the fact whether or not the team members have certain characteristics. In a relevant article these characteristics have been listed as follows (Knippen, and Green, 1999, p. 146-149):

- Being able to understand the specific expectations of the team,
- Understanding the team role on organization basis,
- Perceiving what is expected from you as a team member,
- Compliance of your role with the expectations of the team,
- Different roles you undertake should not conflict,
- Being supportive,
- Assisting the team members,
- Accepting assistance from the leader or the team members,
- Settling good relations within the team.

E. Team Types

Twenty five years ago, when Volvo, Toyota and General Foods introduced teams into production process, this was considered an event that is worth to making news. However, now, companies which do not practice team work are considered a phenomenon to be announced as news. The answer of the question why teams have become this important might be the efforts to increase quality and flexibility in business enterprises. Because teams are more successful in adapting to the altering conditions compared to the traditional departments or permanent groups. Therefore, the business enterprises have perceived the importance of team work in enhancing

their performances and attached importance to this matter. (Robbins, 2000, p. 320)

1. Formal Teams: Groups created by the organization in order to perform specific works and to fulfill the tasks. (Eren, 1998, p. 371)

a. Administrative Groups: These are basic, traditional work groups that are designated by official management relations and indicated in the organization chart. Memberships in these teams change very slowly. Such as planning group, marketing committee. (Black, and Porter, 2000, p. 295)

b. Reciprocally Functional Groups: They are groups that combine knowledge and experiences of individuals from the same hierarchic level but different work fields to create solution for functional problems. These groups are very useful for people from different areas and different levels to share information, create new ideas and solve the problems. (Robbins, 2000, p. 322).

c. Special Purpose Teams: These are teams established for fulfillment of specific projects which are out of the formal structure of the organization and are of special importance and require creativity. The group disintegrates after completion of the task. (Black, and Porter, 2000, p. 297)

d. Temporary Teams: These groups comprise of members who are employed to execute a certain task. The group disintegrates after completion of the task. (Eren, 1998, p. 372)

e. Self-Managing Teams: These teams generally consist of 10-15 members that have specialization in several areas. In other words, each member has the capability to perform the other's work. They work without an administrator with a little inspection. The team makes its own planning, selects its own members and evaluate their performances. (Robbins, 1996, p. 349).

f. Problem Solving Teams: These are teams consisting of 5-12 people from same departments that gather few hours a week. They work on augmentation of quality and effectiveness and ideas about the working environment. One of the most common examples is the Quality Circles. Circles are formed by combination of volunteer people from the same professional activity. The members determine the work problems, analyze them and make solution proposals and present them to the management. Thus, the motivation of

the employees increases and the compatible employee-administrator relation is enhanced. (Kendiroğlu, 2000, p. 11)

2. Informal Teams

They are groups of social quality. These groups are natural structures that are formed within the work to meet the social communication need. Generally, they are formed within friendships and common interests. (Eren, 1998, p. 371)

Katzenbeck and Smith have examined teams in 4 groups (Thorne, and Smith, 2000, p. 349):

a. Recommendation Teams: They raise recommendations necessary for administrative decisions such as quality circles.

b. Production Teams: They enable the materialization of daily production..

c. Project Teams: Teams that develop ideas for solution of problems that require specialization.

d. Action Teams: They ensure that the information is applied by the team members.

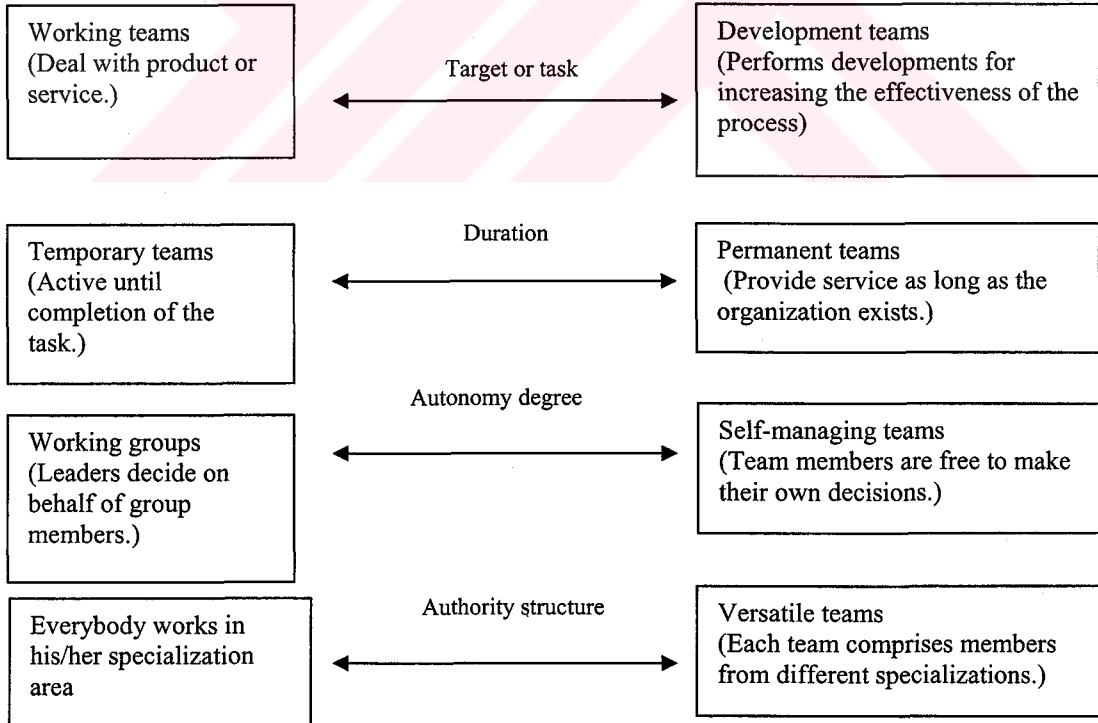


Figure 2: Types of Teams (Greenberg, and Baron, 2000, p. 273)

F. Factors That Affect Team Success

Each team can be affected by the internal and external factors. Today in every office, people talk about forming teams, working in a team and belonging to a team; however, of course, the team leader who will create a team for achieving efficient works and properly manage this team should not be underestimated. In organizations based on team culture, the principle purpose is to contribute to the team's achievement. These conclusions are made in cooperation by the co-workers incorporated in the team.

Even if the group members are associated to separate departments and have specific works, they perform the works designated for the same target in unity within the team.

Even if the people in the group are connected to separate departments and have their specific works, they perform the works that are determined for the same target in the team. People in the team believe in the effectiveness of the ideas, plans, decisions made and steps taken that are brought about by a common work. Even though it is difficult to settle this way of thinking and to accustom the individuals to being a part of a team, trouble-free results can be achieved by paying attention to small details.

The below points are of utmost importance for obtaining efficient and effective results from team work.

1. **Clear Expectations:** Could the team leader describe his demands to the team members in an open and clear way? This point is very important in terms of team members' understanding of their coming together and why the team is created and how they should act in accordance with the expectations of the management.

2. **Context:** Team members should be aware of why they belong to this team, how the team work could help the achievement of the company's goals, and the importance of their team for achievement of the company's goals.

3. **Ability:** Right people should join the team. Each of the team members should have advance knowledge in their own subjects. The team should have the right strategy, sources and assistance in achievement of the set

targets.

4. Importance: The team workers should be aware of their responsibilities and the communication between them should function fluently and within respect to each other. They should be ready to take risks. Also the performances of both the team and the individuals should separately be assessed and awarded.

5. Individual Roles: Role is the overall of the behaviors expected from the individual. A person can have more than one role at the same time. The problems that may arise when exhibiting the right role at the right time will negatively affect the team's success. (Mondy, and Premeaux, 1995, p. 416)

6. Norms: Norms are the informal, unwritten behavior standards that are expected from the group members and shape their behaviors and determine the main values and role expectations. They help the team and the organization to survive.

7. Compatibility: A compatible group is loyal to each other and to the team. The norms should be complied with in order to avoid conflicts in the group. The similarities in ages, attitudes, beliefs, needs and pasts of the members boost compatibility in the team. (İslamoğlu, 1999, p. 73)

8. Leadership: The person in formal organizations who is in leader position. In informal organizations, the leader is elected by the members. He does not have to have title for that. First of all, the team leader should be able to select the individuals that can create good relations and have the capability to meet the requirements of the project. Should the team leader has the chance to create a team consisting of his colleagues he previously knew who have worked in the same or different departments with him, he can anticipate who can work more easily with whom since he already has idea about the personalities and value judgments of almost everybody. If it is necessary or useful to create a group including employees he did not meet before, the situation will slightly vary. Primarily, it s necessary to arrange a meeting to determine the small groups that will work together in the team. The rest is up to the observation ability. Employees who sit next to each other or are in continuous eye contact during the meeting and give positive-negative signals to each other about the

progression of the meeting, are employees who can work more easily with each other. It would be reasonable to appoint them to common duties in groups of two or three per each.

9. Another important responsibility of the team leader, is to keep the team together when problems arise. The team leader should be able to attach the discords resulting from dissidences to a common view. To avoid emergence of such problems, the leader should arrange regular meetings within intervals he determines. In these meetings, opinions should be exchanged about the progress of the project, what the members do, what the problems are, if any, and how they can be solved. In addition, financial matters about the amount of the reserved sources to be used for the project should be discussed. Thus, the probable financial problems can be solved in advance. The team leader should be able to motivate the group under any circumstance. The individuals in the team who work on a difficult or troublesome project can sometimes become troubled and desperate. In such cases, it is the responsibility of the team leader to motivate the team. Briefly, a good leader should be an action and speech person having high persuasion.

10. In teams; loyalty, friendly behaviors between the members and responsibility are very important for achieving the goals and obtaining productivity. Needless to say that the target of the team should comply with the target of the organization.

11. Size of the group: Neither very small nor very big groups should be preferred. Groups of 5-7 members are where highest efficiency is obtained. In big teams, the members cannot affect each other, which leads to time loss and prolonged decision mechanism. In small teams, however, people having different talent and knowledge are hindered from creating innovations.

12. Synergy: Synergy is the combined action of two or more persons which produces a result stronger than their individual efforts. Synergy provides advantage to the organizations for cost, market power, technology and management skills. (Mondy, Premeaux, 1995, p. 418-420)

13. Common goals: Assimilation of the establishment purpose of the team by all team members. Each member contributes to the achievement of

the goal.

14. Sincerity: Opportunity to talk frequently, face to face and intimately and friendliness.

15. Repetition: Continuous practice should be done.

16. Team Spirit: Members should perform activities with team spirit. (Eren, 1998, p. 387)

G. Successful Teams And Their Characteristics

An effective team work requires reliance and harmony. Participation comes into being by the combination of the powers of the persons in line with a common target. Besides that, the organizations should support and award the teams, the targets of teams should comply with the targets of the organization and the team members should be furnished with the necessary technology. (Thorne, and Smith, 2000, p. 349)

Productivity can be measured in 3 ways (Ingram, Hadyn and Others, 1997, p. 119):

- Performance: outputs and processes
- Targets: comparison of the expected targets with the performed targets
- Criterion: defined as “high-medium-low” on a comparative scale.

These are the factors that manifest the productivity of the team (Borrelli, Grace and Others, 1995, p. 29):

- Team balance: the team has well balanced the relation between individuality and collectivity.
- Leadership: a leader is responsible for the motivation and development of the team members. He clearly reveals the roles and responsibilities.
- Communication with other teams: the team is in contact with other teams, employees and functions that could be useful for achievement of the team targets.
- Coping with the obstacles: the team refrains from such dependence that could negatively affect its working.
- Autonomy: the team takes its own decisions in line with its own targets.

- Comprehensible targets: the targets have been put forward in such a manner that they could be understood by all team members.
- Award: awards are given both for team's and organization's accomplishment.
- Feedback: regular feedback is provided by the leaders, members, other employees and customers for the success of the team.

There are some distinctions of high performance teams that distinguish them from others (Gustafson, and Kleiner, 1994, p. 18):

- Participatory leadership
- Shared responsibilities
- Identification of the target
- Good communication
- Foresightedness
- Focused tasks
- Creativity
- Quick responses to facts.

Features that successful teams should contain (Kendiroğlu, 2000, p. 22):

- First of all, the targets should be understood well. Successful teams are those that can measure common goals and turn them into realistic targets.
- Successful teams consist of complete persons who have the technical ability and skills to reach the intended targets.
- The members should believe in their talents and be in harmony with each other. It is easier to create reliance ambience in organizations where there is importance attached to frankness, honesty and cooperation.
- High loyalty of the members towards each other and their goals helps creation of additional energy.
- In order to enhance the team performance, it is essential to develop communication within the team. Lack of communication is the major reason of conflict in the team.
- Successful teams have flexible structure, they easily respond to alterations. Therefore, members of successful teams should have skills to

be attuned to innovations. The management should inform the members about the previous achievements of the teams in the organization to ensure that the members will be proud of the team they take place in. Thus, loyalty of the members is increased and this positively influences the team's achievement.

- The members should be required to act within “we” notion instead “I”. Thus the members will assimilate the team responsibility.
- The administrators should praise the employees for their performance and cooperation and award them if necessary.
- All members should contribute and listen to the decisions.
- The problems should be carefully analyzed and common solutions should be generated.

H. Contemporary Teams

Contemporary teams are generally formed to seek creative and competitive solutions for the problems of the organization. For example, they have been specially elected and brought together for a new product, new process, significant savings in the costs and to make improvements in quality. (Eren, 1998, p. 378)

There are three types of teams in organizations;

The first is the teams that *make recommendations*. These are temporary teams such as project teams or committees that supply solutions to the problems in the workplace.

The second is the teams that *perform the works*. These are functional teams that perform the ongoing works such as marketing or production.

The third is the teams that *execute the works*. These are management teams that hold formal responsibility to direct the groups. Such team designates the goals and targets of the organization and establishes the requirements to achieve them.

The most important requirement to create successful teams is the presence of members who are compatible with each other and have high motivation. Team work in business can only be built with the members who have incorporated their

individual abilities to implement the common goals. (Schermerhorn, and Others, 1997, p. 195)

The following qualifications should be considered in formation of the team and election of the members for successful completion of the target and mission of the team (Eren, 1998, p. 379):

- There should be a complete accord between the team members in terms of target, mission and authorities of the team plus complete, clear and unlimited communication.
- Team members should be selected among people having knowledge, ability and skills consistent with the task and targets of the team.
- Team members should be such people that have common task responsibility, are open to sharing information and can settle relations with each other based on mutual trust to achieve the goals.
- Team members should be such people that enjoy creativity, posit new ideas and opinions, are open to others' thoughts and can make constructive criticisms.
- The goals and targets of the team should be meaningful to each members. Each member should be motivated to share the result of the success that will be acquired.
- Team members should continuously keep on learning to achieve the target in the best way.
- There should exist an award for each acquired success.

I. Reasons Why Members Join The Teams

There are some certain reasons for employees' desire to join the teams. Some of these reasons can be security, praising, self-respect, settling close relations and power inclination (Eren, 1998, p. 386):

- Security: Being included in a group, people feel themselves more powerful, secure and strong against threats.
- Praising: Being included in a group that is considered important by

others, enables the group members be noticed by other people and praise themselves with that.

- Self-respect: People that belong to a group find themselves more estimable and their self-respect raises.
- Close relation: Being incorporated into a group satisfies the sense of love and belonging of people.
- Power: By means of group work, the persons can gain too many things that they cannot obtain by themselves.
- Achievement of the target: Some tasks require use of group knowledge, abilities and power. Thus it is easier to achieve the target.

J. Roles Of The Team Members

1. Roles That Positively Affect The Team Work:

a. Task-Oriented Roles:

These roles are related to demonstration of efforts such as problem diagnosis and determination of solutions in order to enable the team achieve its goals (İslamoğlu, 1999, p. 46):

- Information lookup: to seek for the appropriate proposals for the solution of the problem and help them come from other team members.
- Initiation attempt: It expresses where to start, which points will be taken into consideration, generally it is the team that undertakes this role.
- Giving information: Providing other members with the information and opinions related to the analysis and solution of the problem and sharing these information with them.
- Clarification: Asking questions to the member who transfers information and clarify his/her interpretation and evaluation in order to avoid misunderstanding and misevaluations.
- Standpoint lookup: Finding out what the evaluator standpoints and tendencies on the given information and opinions are.
- Matching the opinions: Determination of the closeness and compatibility

of the different standpoints and opinions or proposals by revealing the relations between them.

- Orientation: Avoiding digressions, directing the opinions towards the real subject matters and avoiding time loss.
- Energy supply to the team: Approving and appreciating the opinions, knowledge and standpoints of the members.
- Keeping records and reports: Keeping the records of the meetings and the decisions during the team work.
- Setting standards: Facilitating the works by setting standards and rules in relation to the targets and quality of the works.
- Summarization: Avoiding disorder by collecting the works of the team and results achieved.
- Inspection: Inspecting whether or not the members have reached an agreement through various questions by considering the discussions made until a certain point.

b. Process-Based Roles

These roles and tasks are related to the efforts of settling solidarity, reliability, moral support, motivation and effective communication among the group members (Eren, 1998, p. 381):

- Mediation: Eliminating the divergences and disagreements and proposing reconciliatory solutions acceptable to the members.
- Readiness for reconciliation: Accepting the mistakes and correcting the wrong behaviors in order to eliminate the disputes and disagreements.
- Minimizing stress: Softening the stressful atmosphere by making fun and joke.
- Confrontation: Jokingly warning the members who interrupt the speeches and speaking without asking for permission, eliminating the stressful atmosphere from time to time with reasonable explanations.
- Encouraging: Supporting the posited standpoints and proposals.
- Team observation: Warning the members about team working processes and effectiveness.

- **Diagnosis:** Explaining the problems and difficulties that prevent team working, manifesting what is primarily necessary.
- **Encouraging the passive members to join the discussions:** Encouraging the members that have less self-confidence and moral courage to disclose their opinions.

2. Roles That Negatively Affect The Team Work

The attitudes that the team members assume towards each other are factors that affect the team's success. Some of these factors are (Eren, 1998, p. 382):

- Disliking everything
- Interrupting people when they talk
- A team member continuously boasting in order to be noticed
- Telling everyone about what to do, making pressure
- Annoying and making fun of the members
- Accusing and despising the other team members
- Defending the self-interests
- Competing with other members
- Isolating himself/herself from the team
- Disregarding the risks related to the discussed matters and decisions and advocating the perfection of everything.

K. Advantages And Disadvantages Of The Teams

Team and team work concepts have started to gain importance in terms of productivity and employee satisfaction. Today, it is impossible not to be incorporated in a team. According to a research made in America in 1993, 2/3 of the full-time workers have declared that they work in at least one team and 84% in more than one team. (Stough, Stanley and Others, 2000, p. 370)

As a result of the increasements in number of team in enterprises, some requirements have occurred such as development of all employees from lowest to highest level, awarding innovation and creativity, international management teams that can think globally, informal and flexible structures. With disappearance of

centralism understanding, former “dictator” roles of the medium level administrators have disappeared and instead, roles such as “assistant, counselor...”, which could develop the skills of the employees, have become important. (Gustafson, and Kleiner, 1994, p. 21)

A team can be named as an open system that is in interaction during the process in which inputs are turned into outputs. Teams, as a system, take the sources and turn them into concepts such as business, solution and satisfaction. It is in connection with other teams and is influenced by environmental factors such as administrating, economy and customer requirements. Successful outputs are those which satisfy organizational and individual targets. (Ingram, Hadyn and Others, 1997, p. 122)

Teams may not be beneficial for all enterprises. First of all, it should be a big effort element. Team should not be considered as “time loss” in the enterprise. Or, the purpose of the employees when creating solutions should not be trying to have their arguments accepted to be in the foreground but accepting the right solution. If in the company, the teams are considered in this line, then the team will create reliance, respect and compatibility and this will enhance the performance of the company.

Ricardo Semler has been asked how he increased quality of his products and he has based its reason on a “new” idea that enhances team work and performance of the employees: "Out of the company, the employees are people that elect the government members, work in the army, take place in society projects, raise their children and take decisions every day for the future. However, once these people step into the company, the enterprise does not treat them as adults. In my belief, everyone in my company are treated as "adults" and thus their performance is enhanced". (Gustafson, and Kleiner, 1994, p. 21)

In order to obtain sufficient benefit from team work, first of all the administrators should properly consider what these workings will cost. Because, besides their advantages, teams might have disadvantages that could lower motivation and achievement.

1. Advantages Of Working In Teams

Today team work is increasingly become prevalent. Because, it has been

observed that productivity, quality and motivation has increased where there is team work.

In teams that comprise of workers, the workers are also able to use their mental power besides their physical power, and this ensures emergence of a great creativity or energy.

Everyone feels the need of belonging to a place. Team working satisfies this need. Members working in a good team atmosphere, cope with the problems more easily and they gain knowledge about everything in which the team engages, and this brings in increase in professional knowledge.

Teams provide much more freedom for the administrator in making strategic plans. Since the team members have too much knowledge about the works done, they can act more quickly in making decisions.

When all the above factors gather together, the team performance reaches to a much more higher level compared to the performance that the individual could exhibit alone.

Furthermore, advantages of the teams have been investigated in a research made by Mainer in 1967. Accordingly:

Teams can produce much more opinions that the individuals can do alone, they help the development of understanding and accepting faculties of the individuals who are included in the process, cause them earn much more motivation and performance than what the individuals gain when working alone, eliminate the hesitations experienced during deciding phase and take role in making innovative decisions. (Stough, Stanley and Others, 2000, p. 370-371)

2. Disadvantages Of Teams

When companies start team works, the people that suffer the maximum harm are the medium and lower level administrator. As the teams become successful, the need for consultants diminishes. Therefore, it is difficult for the administrators to adapt themselves to this situation.

Especially in big teams, some people tend to goldbrick. According to a research, some people has been found to make more efforts when they work individually compared to their performance they show in team work. People can hide themselves in groups, in other words, they may prefer to make less efforts

thinking that their performance cannot be noticed in the group. In order to avoid goldbricking in the workplace, individual's responsibilities in the team should be clearly defined. Reasonably large period of time is spent for the coordination and management of the groups.

Different views and disagreements between persons may lead to conflicts in the team. Not all conflicts are bad conflicts but when conflicts arise and prevent productivity of the group members, the team may incur damage. But still, the positive effects of low and medium level conflicts on group performance should not be ignored. Because conflict contributes creativity and personal criticism to the group. (Robbins, 2000, p. 326)



III. JOB SATISFACTION

A. Definitions Of Job Satisfaction

According to some employers, work is the fundamental responsibility of people in life. Weekends exist for being productive in working days and evenings are for preparing to the next working day. Employees are required to devote themselves to their jobs, consider work as the primary thing at all times, and leave their personal life at home and not to let their private life affect their works. The employers can believe that they completely possess the employees. To the contrary, some employers emphasize the importance and value of the life outside the work and its influential power on work. They are aware that personal life is so important that it can not be abandoned at the workplace door. A good personal life is considered to be a factor that enhances performance and job satisfaction. (Drafke, and Kossen, 1998, p. 11)

Job satisfaction is the general attitude of the employee towards his/her work. Since the attitude of the employee towards his/her work could be either positive or negative, it will be correct to define job satisfaction as " positive mood that appears as a result of the individual's work experiences" and job dissatisfaction as " negative attitude of the employee towards his/her work". If the needs and judgment standards of the person are compatible with the work he/she performs, it will lead to job satisfaction. There are too many factors that ensure job satisfaction such as equal salary, awarding, communication, work security, working environment and conditions. Additional to this, the group that the person takes place in may influence the job satisfaction. (Erdoğan, 1996, p. 236)

B. Job Satisfaction Theories

Some theoretical approaches have been developed in order to be able to explain the reasons and effects of job satisfaction. Some of these approaches have

examined the reasons of job satisfaction and how it comes into being. These are process theories. Some theories have shown employees the requirements that create job satisfaction. According to these, the employee enjoys job satisfaction as much as his/her requirements are met. These theories have been named as context theories. These theories cannot make estimations about future because they have focused on past and present tense.

1. Maslow's Hierarchy Of Needs Theory

Requirements of the individual result from her/himself, therefore hierarchy of needs is considered as a kind of internal motivation. According to Maslow, people have five kinds of needs. The first one is the physiological needs, second one is security needs, third one is the social needs, fourth is the need to prove his/her worth and the fifth is the need to realize himself/herself (self-realization). This hierarchy is a theory that is frequently used by the companies.

Physiological needs are requirements such as food, sheltering, sleep, sex that are necessary for people to survive. The person feels them intrinsically, they are not learnt subsequently. The organizations can satisfy the physiological needs of the employees by giving them sufficient salary and providing suitable working environment and hours for them. After meeting the physiological needs, security requirement takes place in the second phase. The person will wish to feel himself/herself secure and safe in the organization he/she works. Therefore, the organizations are responsible to provide secure working conditions for their employees. As for the social needs, people feel the need to be loved, accepted and to belong. In order to satisfy this requirement, the organizations should provide the employees with possibilities for settling social relations and make arrangements that could enable them to settle positive relations with other employees and managers. Besides these, the individual wishes to receive respect from people around and also to respect himself/herself. For self-respect, the person should primarily believe that he/she performs good works. Receiving respect in the workplace for the person depends on factors such as title, good salary and good position. After satisfaction of these requirements comes the need of the person to realize himself/herself. This need is the desire of the person to show a very high performance in order to be

everything he/she can be. Since people can never be complete in very respect and reach perfection, this need can never be completely satisfied. (Ceylan, 2002, p. 60)

2. Alderfer's ERG Theory

Alderfer has referred to three groups of basic needs in his theory. The need for existence (being), relatedness (the need to be connected) and growing up. The need for existence is related to the physiological requirements of the individual. The need for relatedness involves belonging to a group and settling good relations of the person which is in other words socialization. The need for growing up is self-development of the person by using his/her experiences and improving his/her abilities and skills.

Despite the principle "after satisfaction of the persons' lower needs, it is the turn for the upper step" discussed by Maslow; if, according to Alderfer, the individual fails to satisfy an upper level need, the lower level need will again become dominant. In this theory, it is believed that the need is incentive on the emergence of a behavior and more than one need can cause this. (Ceylan, 2002, p. 47)

3. Mc Clelland's Need For Achievement Theory

There are three groups of needs according to his theory. The need for establishing relations, assimilating other people, belonging to a group and developing the social relations. People who have improved this need will pay more attention to social relations. The need for gaining power is the need to direct other people and have control over them. The person will be motivated to gain authority and be satisfied as much as he/she gains power. The need for achievement is the desire of the individual to perform a work in a better way and selection of more difficult targets. The person will be satisfied as much as he/she performs these. According to Mc Clelland, the need for achievement among three has the maximum influence on the person and the society. The point that orients the individual towards success emerges from the internal award it gives, which in other words means personal satisfaction.

Mc Clelland has posited that motives are learnt at very young ages and cannot be learnt subsequently. (Eren, 1998, p. 489)

4. Hygiene Theory Of Herzberg

Hygiene theory is an external motivation theory that is developed by Herzberg and his friends. According to Herzberg, it is the administrator that controls the factors which lead to work satisfaction or dissatisfaction.

According to this theory, work characteristics are gathered in two groups. These are hygienic factors and motivation factors. Hygienic factors are those which are related to physical and psychological conditions that impede dissatisfaction. It is possible to list these factors as working conditions, management, security, salary and company policies. These factors do not enhance work satisfaction but only prevent work dissatisfaction. Motivation factors are related to needs such as achievement, responsibility, promotion that create job satisfaction. Existence of these factors increases job satisfaction, but in the absence of such factors, job dissatisfaction does not occur. Motivation factors constitute the internal extent while hygienic factors constitute external extent. (Ceylan, 2002, p. 47)

5. Vroom's Expectancy Theory

This theory has been put forward by Vroom who believes that context theories cannot enlighten job satisfaction process. This model explains the relation between the individual and the organization in execution of the goals.

According to Victor Vroom there are two reasons of why a person makes effort for a specific work. One of them is "Valence" which is the desire of a person to receive award and the second is "Waiting". There are three concepts in this model. Waiting signifies the possibility that the person perceives. This possibility is that certain efforts will be awarded in certain ways. As a result of these concepts, motivation and therefore work satisfaction will appear. The third concept is instrumentalism. In this concept, the person shows a certain performance with certain efforts and is awarded in a certain way. The results obtained in the first phase become tools for the goals to be obtained in the second phase. Should the person wants the award in two phases, then the person will be able to be motivated. (Koçel, 1989, p. 315)

C. Job Satisfaction Forms

These forms can be summarized as (Maktalan, 1998, p. 9) :

1. Continuously Increasing Job Satisfaction

Since promotion possibilities will enhance motivation and productivity of the person, job satisfaction level will be high as well.

2. Balanced Job Satisfaction

The person who is satisfied at his/her job wants continuous achievement and satisfaction feelings and believes that his/her success will be continual if the suitable conditions provided during the working period are continuous. This will ensure a balanced job satisfaction for the employee.

3. Accepted Job Satisfaction

A person who is inconsiderably satisfied at his/her job lowers his/her targets to escape from the negative factors that make him/her unhappy and can regain job satisfaction by adapting himself/herself to the existing conditions.

4. Positive Job Dissatisfaction

A person who cannot attain satisfaction in his/her job may try to adapt himself/herself to the existing conditions in order not to remain unemployed.

5. Stationary Job Dissatisfaction

If the people who cannot be satisfied at their jobs do not try to solve the existing problems or comply with the existing conditions, they might encounter more serious problems.

6. Job Satisfaction

People who cannot be satisfied at their jobs might create false job satisfaction by deceiving themselves in order to get used to the existing working conditions and not to remain unemployed.

D. Factors That Affect Job Satisfaction

Factors that play role in job satisfaction of the employee are divided into two groups as organizational and individual. The work itself, salary, promotion possibilities, inspection, working group, working conditions and management are

treated as organizational factors. However, it has been determined that factors such as age, gender and education affect job satisfaction.

1. Organizational Factors

The organizational factors that affect job satisfaction can be given as (Ceylan, 2002, p. 52) ;

a. The Work Itself

As a result of the researches, it has been ascertained that the works defined as satisfying are works which are interesting, not boring and offer autonomy to the employees.

b. Salary

The employees consider money as a tool that reflects how the management sees their contributions to the organization.

c. Inspection

Inspection is defined as the technical and psychological support provided by the administrator. Participation in decision-making and the existence of personal relations between the employees and workers enhance work satisfaction.

d. Working Group

It is known that groups that involve friendly relations and common working mentality have influence on job satisfaction.

e. Working Conditions

Good working conditions facilitate the works of the personnel and make a ground for their job satisfaction.

f. Management

Support for the employees given by the management, entitling the employees at decision phase and equipping the employees with sufficient information ensures formation of job satisfaction. Leader administrators who treat all the employees fairly and offer them positive feedback will positively increase job satisfaction. (Ceylan, 2002, p. 52)

g. Promotion Possibilities

Employee's advancement degree in the organization considerably influences job satisfaction. An employee who has become experienced and finds his/her authorities and responsibilities insufficient will then require to be in a position that

offers more responsibility and power. In order to satisfy this request, the organization should arrange programs that would help the career targets of the employee and offer sufficient promotion possibilities. (Güneşer, 2002, p. 67)

2. Individual Factors

Further job satisfaction of some people compared to others has shown that individual factors play role in this case. It should be remembered that each person has different personal characteristics and different expectations. Demographic factors, gender, age, intelligence, professional position, educational background, personality are some these factors that form the individual differences, and all these factors render job satisfaction rates of people quite different. (Ceylan, 2002, p. 54) These factors can be listed as (Erol, 1998, p. 37);

a. Gender

Even though there is no serious research about which gender obtains more satisfaction, the fact that women can be satisfied in other ways such as being a mother or housewife, may create distinction.

b. Age

According to the researches, there is a positive relation between age and job satisfaction. Since young people have higher expectations from their jobs, their job dissatisfaction may be higher compared to the old people.

c. Education Level

Even though the relation between education level and job satisfaction is not very clear, in some cases it has been observed that people with higher education experience dissatisfaction at their jobs due to their high expectations; and in some cases they obtain high job satisfaction since they achieve organizational awards.

d. Profession

It is understood that there is a strong relation between profession and job satisfaction. Employees who take place in important positions in terms of social status experience higher job satisfaction.

E. Methods For Measurement Of Job Satisfaction

Job Satisfaction is one of the most important factors that affect the productivity of business life. This factor is formed by the love the employer has for

his/her work, his/her expectations, and the expectations that have been fulfilled. Being informed of the expectations of the employees and fulfillment degree of these expectations, it is possible to determine satisfaction or dissatisfaction. In order to determine the satisfaction level in the workplace, several measurement methods have been made up to measure job satisfaction. (Ceylan, 2002, p. 55)

1. Grading Scales

This is the most frequently used method for measurement of job satisfaction. The information used homogenously is turned into numerical expressions. Grading scales are divided into three groups as listed below (Maktalan, 1998, p. 12):

a. Minnesota Satisfaction Scale

In this scale, the general structure of the works and their satisfying aspects are examined. Elements that lead to satisfaction or dissatisfaction are considered as measurement factor and a scale is arranged accordingly. The person marks the most suitable option for him/her and thus the satisfying aspects of the work and the satisfaction level is determined. High results indicate high job satisfaction level.

b. Critical Events Technique

In this method, people are questioned about the situations that make them happy or unhappy in their workplaces. The results are examined and the satisfying aspects of the work are found out.

c. Work Descriptive Index Method

With this method, job satisfaction measurement is made based on five extents of the work. These five extents that are used; salary, promotion possibility, courtesy relation, the work itself and co-workers. The employee is asked questions about these extents to measure job satisfaction.

2. Questionnaire Method

In this method, the employees are required to answer the prepared question list. The questionnaire might comprise of open or closed questions. The questions should be comprehensible, short and related to the subject matter. Questionnaire questions may be applied by means of mail, face to face or collectively. In face to face application method, the person who prepares the questionnaire writes down the answers. In collective application, people that will take the questionnaire are gathered together, the papers are distributed collectively and collected back after the

questions are answered. Since disorganizations might occur when collecting questionnaires in the application made through mail, there might be inconveniences in terms of healthy execution of the work in this method. In questionnaire method, the person answers the questions and helps measurement of job satisfaction by stating the conditions of the work and the satisfaction level. (Maktalan, 1998, p. 13)

3. Behavior Observation Method

In this method, job satisfaction is measured by way of determination of the employees' behaviors in their natural environment by an observer. As a result of the application made in the natural environment, an objective measurement can be obtained. Observation types are divided into two. These are the relations between the observer and the observed and the continuity in observation. The relation between the observer and the observed is also divided into two. These are; observation from outside and observation by way of participation. In the observation made from outside, the observer observes the observed in a glazed test room. In the observation made by way of participation, the observer lives in the same environment with the observed and behaves like the observed. In this method, the observed person does not know that the observer person is an observer. Observation is divided into two according to its continuity. The first is the continuous observation and the second is the intermittent observation (Güneşer, 2002, p. 73).

4. Interview Method

Another method for measurement of work satisfaction is the interview method. This method is made through face to face meeting with the person on whom job satisfaction level will be measured. The person that will make the interview would rather be an experienced person, make a speech before the interview that would soften the atmosphere and start the interview with a previously prepared question guide. The questions should be asked in a clear and understandable way, there should be appropriate time intervals between the questions and the interview should be ended as soon as the last question is answered. The meetings should be one to one and third persons should not be involved. (Güneşer, 2002, p. 73)

F. Effects Of Job Satisfaction On The Employee And The Enterprise

Human beings have some needs to continue their lives in a healthy way both physically and morally. Some of these needs can be regarded as factors such as eating, drinking and resting. The individual is happy as much as he/she can satisfy these needs. And this satisfaction feeling reflects on all activities of the individual. If the employee takes place in a successful group and work together with people whose life views are close to his/hers, then his/her job satisfaction and pleasure will increase. (Newman, and Others, 1982, p. 314)

Lately, employee satisfaction has become one of the subject matters that are mostly investigated in organization sciences. Employee satisfaction is the pleasure taken in the job or the positive impressions obtained. The relation of employee satisfaction with performance is also a subject for investigation. As a result of the study of Petty in 1984, it has been found out that there is a positive correlation between these two concepts. According to the researches made, it has been understood that there is an interaction between employee satisfaction and resignations. (Rust, and Others, 1996, p. 62)

It is known that there are much more absences and even resignations from employees who cannot be satisfied in their jobs. (Erdoğan, 1996, p. 251)

Employees' satisfaction with the work they perform have started to gain importance following perception of their effects in the organization, and in this extent, matters such as conflict of roles, role definition, job satisfaction have been considered important, the importance of the communication between the administrators and the employees have been understood and it has been noticed that this communication does not only create employee satisfaction but also enhance the quality of the products and the services (Schneider and Bowen, 1985). The most important concept that could be the base of useful communication is "empathy". That is, the person considers himself/herself in stead of others and tries to understand their feelings and arranges his/her behaviors in this direction. Empathy facilitates the relations of the employee with the management and the customers. (Rust, and Others, 1996, p. 63)

Clear role definitions make it easy for the employee to understand what is expected from him/her and avoids conflicts between employee-management-customer. And thus, unhappiness, doubts and anger of the employee caused by uncertainty are avoided. Role conflicts in the organization prevents job satisfaction and this leads to absences and resignations. Low job satisfaction leads to unwillingness of the employee, low quality, dissatisfaction of the customers and harms the prestige of the company.

Since satisfaction feeling will avoid absences and resignations, employing and training costs will be lowered accordingly. (Rogers, and Others, 1994, p. 14)

G. Ways To Ensure Job Satisfaction In The Organization

1. Motivation

Motivation, in other words encouraging people to work, is a concept that has complex characteristics. When comparison is made between the needs of people, it is observed that there are also differences besides similar aspects. The environment in which people live makes people feel the existence of some needs and direct them to make efforts to meet these needs. During working, people wish to achieve certain goals consciously or unconsciously. Besides all these, the organizations also have some goals and targets. In order to achieve its goals, the organization's management tries to benefit from the employees in the most effective way by satisfying their needs. In other words, the management attempts to motivate the employees towards the targets of the organization. (Bingöl, 1996, p. 258)

In general, the following has been aimed with motivation (Şimşek, 1998, p. 65):

- Employees to stay in the organization,
- Their hidden powers to be used,
- Their work achievement and job satisfaction to be increased.

Motivation is an important concept for the management due to its relevance to many matters such as productivity, creativity, resignations and absences. Individual's satisfaction with his/her work and life plays an important role in achievement of the desired behavior. Dissatisfaction of the employees with their

works may lead to absences, products/services of poor quality, occupational accidents and even some psychological disturbances. The administrators try to settle work satisfaction knowing that it will play positive role in line relationships and that the productivity of a satisfied worker will be increased. (Fatehi, 1996, p. 229)

a. Motivation Factors

The factors that motivate the individual can be classified from the standpoint of the direction and forces of their formation. Their importance is directly proportional to their effect on the behaviors. These factors are (Bingöl, 1997, p. 259):

- **Instinctive factors:** Factors that each living being naturally has, which never change, appear suddenly, are unconscious and not based on intelligence and logic. Such as sexual motives.
- **Physiological factors:** These are motives that direct human beings for obtaining the basic needs to survive. Such as eating.
- **Social factors:** Factors arising from aspiration of social life that is formed by conscious relations and from such life itself. Such as being a member of a group.
- **Psychological factors:** Factors arising from ideational and mental needs. Such as achieving a work.
- **Achievement factor:** The desire for achievement is the most important factor that impel humans to behaviors.
- **Attachment factor:** This factor causes the individual to demonstrate the behavior of settling emotional relations with others.
- **Belief and Attitude factor:** Impels the person to behavior.

All these factors can easily be used by others in human motivation.

b. Motivation Tools and Techniques

These techniques and tools can be listed as (Schermerhorn, 1996, p. 344):

- **Participation:** It is the first method that makes it easy for the employee to participate in conferences, committee works and also in decisions about the work itself, and facilitates employee's motivation.

- **Transfer of Authority and Responsibility:** By means of this concept, the employee gains freedom in his/her actions, undertakes responsibility and incline towards behaviors by which he/she can satisfy his/her selfish requirements.
- **Competition:** Competition is a motivational tool that will ease the heaviness and monotony of the work, bring dynamism, stimulate desire to work and therefore increase productivity. At the end of the competition, the winners will satisfy their needs to be appreciated, respected and to realize themselves while the losers will be motivated negatively. Saving them from this situation is only possible by making them conscious with determination to win for the next time.
- **Money:** Money is a requirement that the individual has to use to afford his/her physical needs. Therefore, it can be used as a motivational tool by the management.
- **Award:** Award is a tool that is given to the employees in return for their successful work and motivate them for their future jobs. The award can be given to the individual by another individual and it may also occur as a natural result of a successful work. Feelings of achievement and satisfaction after completion of a job can be shown as an example.
- **Promotion:** This concept is an award of the shown success. It is obvious that an appreciation or promotion in management positions will be expected after an achievement motive. And this concept gives rise to a desire to reach absolute success in other works. In other words, it is an indisputable motivation tool.
- **Work design:** It is the basic problem of the administrators to provide work satisfaction for the employees by motivating them and at the same time to increase the production to the highest level by increasing productivity. As the education level of the employees rises, their job turns towards to be an environment in which they try to satisfy their further top level requirements such as achievement, becoming known and self-realization instead of being a place where they only satisfy their

basic needs. It is the process of changing the quality and structure of the works for higher productivity. The measures suggested as a result of the studies aimed for making the work more pleasant are as follows (Dinçer, 1994, p. 153):

- **Changing the work:** It is applied to avoid the monotony of the work. When a work does not mean anything to its performer, the performer person is assigned to a same level work that requires similar skills.
- **Expanding the work:** Expansion of the tasks in a horizontal way. For example, instead of teaching how to operate one machine, we can teach operating two or three machines. This can increase the person's work satisfaction.
- **Enriching the work:** Changing the contents and responsibility level of a work in such a manner that it will be possible to motivate the personnel which performs that work. Thus the person will feel more of the feelings of achievement, becoming known, responsibility and improvement.
- **Flexible Time Applications:** Determination of the work starting and ending hours within a certain time frame instead of certain moments provided that they will depend on a "basic time". The aim is to provide the employees with the possibility to work within the hours in which they could be more productive. This application provides benefits such as avoidance of absence, enhancement of productivity, enhancement of work satisfaction by giving independence and responsibility.
- **Quality Groups or Circles:** Quality groups are meetings of small groups created by employees to develop brainstorming methods that would increase the quality of the work.

c. Ensuring Continuous Motivation

The importance of motivation is making researches in enterprises that consist of individuals who have reached superior successes and hold high motivation about how to keep this level permanent and continuous.

Continuous high motivation is an important activity field of Management of Human Resources. It has been observed that there are certain principles in attaining this (Uzunçarşılı, and Others, 2000, p. 73):

- **Strong Leader:** It is the leader who strengthens the employees, activates the power, and ensures motivation.
- **Sharing Information:** Sharing information in the organization creates responsibility and possession feelings on all employees, increases reliance and motivation.
- **Further Personal Responsibility:** There is higher motivation in organizations where this concept has been developed.
- **Listening:** Listening channels should always be kept open and it is essential to know what activate the employees.
- **Awarding:** Awarded behaviors are repeated. The result is always to the advantage of the person, the enterprise and the society.
- **Reliance Environment:** In organizations where reliance environment is secured, there is absolutely high motivation and active participation.

2. Training

In the contemporary world, it is aimed to increase production capacity and quality by operating the workforce in the most effective and efficient way. One of the most effective ways to reach this goal is the personnel training given to the employees.

Education concept involves a very large meaning. Education can be defined as the process to help the individual gain the necessary information, skills and attitudes and develop his/her personality in order to prepare the individual for society life. If we define education concept according to enterprise literature;

According to a definition, "Training is the activity made for the employees who are employed recently or still working in the enterprise to gain the necessary information and skills". (Deniz, 1999, p. 1)

The basic purpose of education is to create change of information, skill and behavior that would be in favor of the enterprise and the personnel.

Today, the enterprises that have entered into the globalization process should attach much more importance to personnel training in order to be able to compete, to catch or create changes and to ensure internal and external customer satisfaction.

Even if the economical goal pursued with education is an indispensable element, from a certain point, the consideration of maximizing the profit conflicts with the consideration of respect to human element. In other words, education is not only a factor that increases production but also a tool that serves for the individuals working in the enterprise. Social human goal is increasingly gaining power against economical considerations in order to create balance in the enterprise and to achieve the real goal that is expected from training.

“Systematic training is an effective economical source that reduces the cost of production and it also leads to personal and social satisfaction by creating good atmosphere and morale in the working groups”. (Sabuncuoğlu, 1997, p. 132)

A trained person sees the future more confidently, develops ability to perform other works, knows the reasons of the work accidents and protect himself/herself, obtains more achievement and job satisfaction, develops his/her skills and abilities and line relationships, can perform works safely and comfortably, has satisfied learning requirement and uses his/her energy in productive works.

Since those requirements of individuals who have been offered new information and whose behaviors and attitudes have been examined, to belong, be loved and cared are largely satisfied, training is a tool that provides satisfaction. (Drafke, and Kossen, 1998, p. 12)

3. Working Environment

There are two factors related to working environment (Muchinsky, 1997, p. 467):

a. Physical working environment: Building, equipment, order, color and décor, heat, ventilation, noise... bad physical environment reduces productivity and morale and leads to time loss, increasing costs, absences at work and resignations.

b. Mental working environment: Psychological atmosphere created by the work, management and organization culture, people at

the workplace, working speed, concentration, responsibility, authority, way of management...

These two environments affect everyone in the organization. Behaviors of each person working at the workplace influence behaviors of others' towards him/her. In other words, all working people are factors that shape the mental environment of the organization. If you approach people hostilely, this behavior will negatively affect the mental environment in the workplace and this will cause you to be negatively affected.

4. Leadership

Leader is the person who directs and persuades the employees. An effective leader is who has the following characteristics (Muchinsky, 1997, p. 365):

- determining vision
- collecting sufficient information concerning the work
- honesty
- being able to ask thought-provoking questions
- having participatory characteristics
- giving the employees right to speak at the decision phase
- being democratic
- exhibiting supportive attitude towards employees
- being a good listener
- being able to encourage employees by setting high performance standards
- problem solving
- being able to put forward decisive, clear ideas
- being able to make good observation and plan.

5. Work Stress

Stress is the physiological and psychological reactions against undesired and feared situations. Adrenalin secreted in such a case speeds up the functions of the body. Blood pressure and heartbeat increases, the body secretes excessive sugar. The increasing blood circulation gives extra energy to the brain and the muscles and this makes the person stronger. A stressful situation may cause the person spend extra energy, sleeplessness, fatigue, pessimism, allergic reactions and heart problems.

Some of the reasons of stress at the workplace can be listed as excessive work load, work load less than normal, changes in the organization, conflict of roles, unclear roles, studies for evaluation of performance, excessive responsibility, problems in career development, noise and pollution.

Coping with stress is difficult but not impossible. Knowledge, skills and abilities of the person will influence the degree of the effect of stress on him/her. If these factors are low, then the person will be less strong against stress. Not all the individuals are equally affected by stress. The reason for this is the satisfaction of the person with himself/herself. An employee who is pleased with his/her job can protect himself/herself against the harmful effects created by stress. In a contrary situation, stress will be experienced at the highest level. Furthermore, enabling the person participate in the decisions and providing the employee with social support will reduce the work stress to a certain extent. (Schultz, and Schultz S., 1998, p. 373-377)

H. The Relation Between Team Work And Job Satisfaction

As it is known clearly, teams are not groups that are formed instantaneously. Forming a well coordinated group that acts together from a mass consisting of a group of strangers is a long process. Loyalty, friendly behaviors between the members and responsibility are very important for achieving the goals and obtaining productivity. So, in teams, there must be mutual responsibility between the individuals and team members who are dependent on each other and act together work to achieve a common goal.

While some employees in the organization feel themselves more effective in individual works, some feel themselves more secure and productive in teams. The reasons for this can sometimes be sharing responsibility and sometimes be the comfort brought by combination of different specializations.

A team can be named as an open system that is in interaction during the process in which inputs are turned into outputs. Teams, as a system, take the sources and turn them into concepts such as business, solution and satisfaction. There are some certain reasons for employees to join the teams. Some of these reasons can be security, praising, self-respect, settling close relations and power inclination which can increase the satisfaction of them.

Human beings prefer to live their happiness and sadness by sharing them. Happiness increases when it is shared and disappointments are reduced when they are shared. Companies are living organizations. Each obtained success is the success of all the employees and each failure is the failure of all the employees. Therefore sharing is obligatory and also a necessity that reduces the stress of the employees. For this reason, team work is the main factor that makes it easy for the employees to satisfy their needs for belonging, sharing responsibility, reliance and power. Teams can produce much more opinions than the individuals can do alone, they help the development of understanding and accepting faculties of the individuals who are included in the process, cause them earn much more motivation and performance than what the individuals gain when working alone, eliminate the hesitations experienced during deciding phase and take role in making innovative decisions. It increases the motivation and therefore satisfaction of the employees, stimulates their desire to work and to achieve. Combination of different abilities and experiences brings performance of proper work, creation of innovations, customer satisfaction and of course all these create employee's satisfaction.

Job satisfaction is the general attitude of the employee towards his/her work. Since the attitude of the employee towards his/her work could be either positive or negative, it will be correct to define job satisfaction as " positive mood that appears as a result of the individual's work experiences". Everyone feels the need of belonging to a place. Team working satisfies this need. Members working in a good team atmosphere, cope with the problems more easily. Since the team members

have too much knowledge about the work done, they can act more quickly in making decisions. They gain knowledge about everything in which the team engages, and this brings in increase in professional knowledge. Teams provide much more freedom for the administrator in making strategic plans. When all these factors gather together, the team performance reaches to a much more higher level compared to the performance that the individual could exhibit alone. So the worker gets more satisfaction from the work he/she does.

On the other hand, as a result of the efforts to increase quality and flexibility in business enterprises, employers have perceived the importance of team work in enhancing their performances and attached importance to this matter. Because teams are more successful in adapting to the altering conditions compared to the traditional departments or permanent groups. They can easily adapt themselves to the new information and technologies and thus the organizations can adapt their structuring to the current conditions. Each team that is formed to achieve the common goals carries the company to the desired level, and “team” mission enables the employees reach the desired successes, each obtained success is attributed not to the individual but to each person composing the team, and this makes the person see himself/herself as a part of the organization. And all of these are the natural results that appear as a result of the created trust, motivation and satisfaction.

IV. APPLICATION

A. Advance Information Related To The Research

1. Objective of the Research

Objective of the research is to examine if the team work has an effect on increasing or decreasing the satisfaction of workers in organizations.

2. Limitations of the Research

Limitation of the research is that it is made on people selected among the bank employees that carry on business only within the boundaries of İstanbul.

3. Type of the Research

This study is a descriptive research regarding determination of the effect of team works applied within the banks that carry on business in banking sector on the work satisfaction of the employees.

In the research, general information related to the personal characteristics of the employees have been given and then the degree of work satisfaction created by the team work that the employees apply has been revealed.

B. Method Of The Research And Application

1. Test Subjects

The research has been made on 106 employees who work in different departments of 4 different banks that carry on business in İstanbul. %66 of the 160 distributed questionnaires have been returned back.

2. Measurement Tool

In the research, questionnaire has been used as the measurement tool. A “Team Work Questionnaire” has been developed in order to measure the satisfaction of the employees with the team works that they take place in the organization. “Minnesota Satisfaction Scale” has been used in the study to examine the work satisfaction in detail.

The questionnaire form consists of three parts:

In the first part, 9 questions have been asked to determine the personal characteristics of the people who answered the questionnaire (their gender, age, marital status, educational background, the department they work in the organization, the period they work in their team, whether or not they have worked in any team in their previous work lives, the number of the persons that their team consists of and the quality of the work they perform in the team).

In the second part, 20 questions have been asked about the characteristics of the teams that the employees take place in.

In the third part, 20 questions have been asked to determine the job satisfaction of the employees.

A copy of the questionnaire form is in the appendixes part.

3. Grading

The datum in the first part of the questionnaire have been encoded and distributed.

For 20 questions in the second part of the questionnaire, the five-scale that extends from “Always” to “Never” has been used.

The 20 questions in the third part of the questionnaire have been required to be evaluated within the five-scale varying between “I’m very satisfied” and “I’m not satisfied at all”.

In all the evaluations

- Always has been graded as “1” and never as “5”
- I’m very satisfied has been graded as “1” and I’m not satisfied at all as “5”.

4. Application

Appointments have been taken from the banks with which the research was to be applied by means of telephone, the banks have been informed about the study and application permission has been required. The questionnaires have been distributed to the banks in the middle of April and collected at the end of April. In order to obtain sincere answers from the participants and to draw attention to the confidentiality of the personal information, an instruction section has been attached to the questionnaire with the expression indicating that it is a scientific research and the participants have been required to transmit the questionnaires in the closed envelopes distributed with the forms.

5. Data Analysis

The results obtained in the research have been entered into computer and then interpreted by using various statistical methods. The data in the first part of the questionnaire has been subjected to frequency distribution and certain values which were considered significant have been presented comparatively within cross-tab application. The second and third parts of the questionnaire have first of all been subjected to reliability analysis and then the degree of the significance they gained has been determined through statistics such as “factor analysis”, “t test”, “ANOVA (one-way variance analysis)”, “correlation” and “regression”.

The analysis have been made with SPSS packaged software, significance level has been accepted as 0,05, the results that have been significant on 0,01 level have separately been indicated.

C. Research Findings

1. Demographics

The questions that have been asked to recognize the employees in the first part have been subjected to frequency distribution. Below, the frequency distribution related to each variable has been discussed under separate headings.

a. Gender Distribution of the Test Subjects

%57.4 of the test subjects that have participated in the questionnaire are females and %42.6 of them are males. It has been observed that the female bank employees that have participated in the questionnaire are much more than male employees. Table 1 demonstrates the frequency distribution of the test subjects according to their genders.

Table. 1: Frequency Distribution of the Test Subjects According to Their Genders

GENDER	NUMBER	PERCENTAGE
FEMALE	62	57.4
MALE	46	42.6

b. Distribution of the Test Subjects According to Their Ages

The ages of the test subjects vary between 21 and 39. It has been observed that certain age ranges among the test subjects are more intensive than others. Considering the accumulations and for more significant results, the age distribution has been grouped as;

20-25 / 26-30 / 31-35 / 36 and above.

It is observed that the intensity in this distribution is between 20 and 25 and the average age is 26. Distribution related to the results is given in the above Table-2.

Table. 2: Frequency Distribution of the Test Subjects According to Their Ages

AGE	NUMBER	PERCENTAGE
Between 20 and 25	56	51.8
Between 26 and 30	37	34.3
Between 31 and 35	13	12.1
36 and above	2	1.8

c. Distribution of the Test Subjects According to Their Marital Status

After examination of the marital status of the test subjects, it is seen that 27 people are married and 81 people are single. In percentage; %25 of the test subjects are married and %75 is single. Distribution related to the results is given below in Table-3.

Table. 3: Frequency Distribution of the Test Subjects According to Their Marital Status

MARITAL STATUS	NUMBER	PERCENTAGE
MARRIED	27	25.0
SINGLE	81	75.0

d. Distribution of the Test Subjects According to Their Educational Background

91 of the test subjects have bachelor's degree, 16 of them have bachelor's degree and master's degree and 1 of them is high-school graduate. Distribution related to the results is given in Table-4. For significant results, educational backgrounds have been mentioned as "high-school", "bachelor's degree" and "master's degree".

Table. 4: Frequency Distribution of the Test Subjects According to Their Educational Background

EDUCATIONAL BACKGROUND	NUMBER	PERCENTAGE
HIGH-SCHOOL	1	0,9
BACHELOR'S DEGREE	91	84,3
MASTER'S DEGREE AND ABOVE	16	14,8

e. Distribution of the Test Subjects According to the Departments They Work

After examination of the distribution of the test subjects according to the departments they work, it has been observed that the employees working in Call Center Department are more crowded. The other departments excluding Call Center Department (Treasury, Credit and Risk Management, Financial Analysis, Commercial Marketing, Retail Office, Operation, Institutional Relations, Database Marketing, Management of Member Workplace Relations, Individual Marketing) are referred to under the title of "Other". Distribution related to the results are given below in Table-5.

Table. 5: Frequency Distribution of the Test Subjects According to The Department They Work

DEPARTMENTS	NUMBER	PERCENTAGE
CALL CENTER	66	61.1
OTHER	42	38.9

f. Distribution of the Test Subjects According to the Period They Work In Their Teams

The working period of the test subjects in their teams vary between 1 and 14 years. People who have worked between 1 and 5 years are more crowded at the rate of %94.4. People who have worked for 6 years and more have a rate of %%5.6. For significant results, the working periods have been examined in Section 2 as 1-5 years, and 6 years and above.

Distribution related to the working period of the test subjects in their teams is given in Table-6.

Table. 6: Frequency Distribution of the Test Subjects According to Their Working Period In Their Teams

WORKING PERIOD IN THE TEAM	NUMBER	PERCENTAGE
1-5 years	102	94.4
6 years and Above	6	5.6

g. Distribution of the Test Subjects According to the Fact Whether They Have Ever Made Team Work Or Not

As a result of the studies it is seen that % 66.7 of the test subjects has worked in a team before. On the other hand, %33.3 of them has no previous team work experience.

Table. 7: Distribution of the Test Subjects According to the Fact Whether They Have Ever Made Team Work Or Not

PREVIOUSLY MADE TEAM WORK	NUMBER	PERCENTAGE
YES	72	66.7
NO	36	33.3

h. Distribution of the Test Subjects According to the Number of People In Their Teams

The number of people in the teams of the test subjects vary between 1 and 30. The accumulation among these is between 11-20 people with %62.1. For significant results and according to the accumulation in the results, the number of

the people in the team have been divided into three parts as 1-10 people, 11-20 people and 21-30 people. Distribution of the test subjects related to the number of people in their teams is given in Table-8.

Table. 8: Frequency Distribution of the Test Subjects According to the Number of The People In Their Teams

NUMBER OF PEOPLE IN THE TEAM	NUMBER	PERCENTAGE
1-10 people	40	37.0
11-20 people	67	62.1
21-30 people	1	0.9

i. Distribution of the Test Subjects According to the Quality of the Task They Perform In The Team

After examination of the quality of the tasks of the test subjects that they perform in the team, it has been detected that %54.6 of them express their task as “routine”. This is followed by “initiative available” works with %39.8 and “complementary” works with %5.6. Distribution related to the results is given in Table-9.

Table. 9: Distribution of the Test Subjects According to the Quality of the Task They Perform in the Team

QUALITY OF THE TASK	NUMBER	PERCENTAGE
Routine	59	54.6
Initiative available	43	39.8
Complementary	6	5.6

2. Team Work Scale Analysis

a. Reliability and Factor Analysis

Regarding the questionnaires applied to measure team work, first of all the reliability analysis has been made. The result of the analysis has appeared to be $\alpha=.5444$. Since this value was not sufficient, two questions (question 9 and 13) that

created negative correlation have been eliminated and reliability analysis has been repeated. The result of this analysis has appeared to be $\alpha=.8509$.

Following reliability analysis, factor analysis has been applied in order to see under which headings the questions in the team work questionnaire have been collected. Questions 1, 5, 12, 15, 16 and 17 have not been included in the analysis for the second time since they were not explanatory, and 18 questions of the scale have been reduced to 11 questions after the analysis.

As a result of the Factor Analysis, 4 factors have been found with total variance (explanation) value of 68.009 and team work scale has been collected under 4 factors (Table-10). Results related to factor analysis have been given in Table-10 with factor headings and factor contribution values.



Table. 10: Results of Team Work Scale Factor Analysis

FACTOR 1: COMMUNICATION		
Variance Value: 30.988/19.638	Average: 4.3692	Standard Deviation: .5390
Reliability: .6912		
Question 2: All the members in the team are aware of the works to be performed for achievement of the goals and the expected performance standards.		
		Factor Contribution: 0.675
Question 6: I can easily talk to my team mates whenever I need to.		
		Factor Contribution: 0.697
Question 7: I can easily talk to my team leader whenever I need to.		
		Factor Contribution: 0.790
Question 8: The success of the team member in their works and in achievement of goals is evaluated together with his/her administrator.		
		Factor Contribution: 0.653
FACTOR 2: RELIANCE AND SHARING		
Variance Value: 13.429/18.559	Average: 4.1759	Standard Deviation: .6767
Reliability: .7449		
Question 18: There are such members in the team who can be successful at each phase of the work.		
		Factor Contribution: 0.646
Question 19: The first that thing that team work reminds me is "sharing".		
		Factor Contribution: 0.823
Question 20: Team work increases my self-confidence in my work.		
		Factor Contribution: 0.833
FACTOR 3: STRUCTURING OF THE TEAM		
Variance Value: 12.867/15.511	Average: 3.9630	Standard Deviation: .7385
Reliability: .5987		
Question 10: The number of the team members is sufficient for effective task performance.		
		Factor Contribution: 0.837
Question 11: Work load and task distribution in the team has been prepared in a balanced way.		
		Factor Contribution: 0.763
FACTOR 4: PARTICIPATION		
Variance Value: 10.724/14.300	Average: 3.9907	Standard Deviation: .6767
Reliability: .5812		
Question 3: All members in the team are entitled to participate in the decisions that would affect the work.		
		Factor Contribution: 0.804
Question 4: The complaints I transmit to the leader are listened carefully and efforts are made to solve the problem.		
		Factor Contribution: 0.789
Kaiser-Meyer-Olkin Sampling Sufficiency: .711		
Bartlett Significance Value: .000		
Chi-Square Value: 309.783		

b. The Relation Between Demographics and Team Work

- **Gender:**

As a result of the t-test, it has been observed that women attach more importance to “trust” factor compared to men.

- **Date of Birth:**

As a result of the analysis, it has been observed that there is a negative way relation between the ages of the team members and the importance attached to the team structure. Accordingly, the young members attach more importance to team structure while older and more experienced members attach less importance to team structure.

- **Marital Status:**

No significant relation has been found between the marital status (whether single or married) of the employees and the team work.

- **Educational Background:**

The relation between the educational backgrounds of the employees and the team work has not appeared to be significant.

- **Department:**

There is no significant relation between the department that the employees work and the team work.

- **Working Period in the Team:**

Inverse correlation has been found between the working period in the team and the team work. Accordingly, as the time spent in the team reduces, the importance attached to the team structure increases.

Previous experience in team work (whether the employee has worked in a team before or not) does not change the importance attached to team structure. The result has not appeared to be significant.

- There is a linear correlation between the number of employees in the team and the team structure at 0,01 significance level having ,316 explanation. As the number of the people increase, the importance attached to the team structure increases as well.

- Quality of the Task:

It has been detected as a result of the analysis that employees working in routine works attach more importance to the team structure than the employees working in other kinds of works (complementary and where initiation is available).

3. Job Satisfaction Scale Analysis

a. Reliability and Factor Analysis

The data obtained through Minnesota Satisfaction Scale that is used to measure Job Satisfaction have first of all been subjected to reliability and factor analysis processes. The result of the reliability analysis has appeared to be $\alpha=.9391$.

Following reliability analysis and factor analysis has been applied in order to see under which headings the questions in the job satisfaction questionnaire have been collected. Questions 1, 8, 9, 13, 17 and 19 have not been included in the analysis for the second time since they were not explanatory, and 20 questions of the scale have been reduced to 14 questions after the analysis.

As a result of the Factor Analysis, 3 factors have been found with total variance (explanation) value of 68.960 and team work scale has been collected under these 3 factors. Results related to factor analysis have been given in Table-11 with factor headings and factor contribution values.

- Quality of the Task:

It has been detected as a result of the analysis that employees working in routine works attach more importance to the team structure than the employees working in other kinds of works (complementary and where initiation is available).

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Table. 11: Results of Factor Analysis of Job Satisfaction Scale

FACTOR 1: SATISFACTION RESULTING FROM THE WORK ITSELF	
Variance Value: 51.064/42.949	Average: 3.3847
Reliability: .9328	Standard Deviation: .8294
Question 2: Since I will have the possibility to work alone.	Factor Contribution: 0.713
Question 3: Since I will have the opportunity to do different things from time to time.	Factor Contribution: 0.795
Question 4: Since I will be granted the opportunity to be a “respected person” in the society.	Factor Contribution: 0.788
Question 7: Since I will have the chance to do things that are not against my conscience.	Factor Contribution: 0.713
Question 10: Since I will have the possibility to tell people what to do.	Factor Contribution: 0.574
Question 11: Since I will have the chance to do things using my abilities.	Factor Contribution: 0.867
Question 12: For execution of the decisions concerning the work.	Factor Contribution: 0.694
Question 14: Since I will have the opportunity to promote.	Factor Contribution: 0.705
Question 15: Since I will have the freedom to practice my own decisions.	Factor Contribution: 0.810
Question 16: Since I will be provided with the opportunity to use my own methods while working.	Factor Contribution: 0.815
Question 20: For the feeling of success that I feel in return for the work I perform.	Factor Contribution: 0.666
FACTOR 2: COMMUNICATION AT WORK	
Variance Value: 10.530/15.695	Average: 4.07441
Reliability: .8805	Standard Deviation: .8083
Question 5: In terms of the way that my chief directs people who are at his command.	Factor Contribution: 0.930
Question 6: In terms of the ability of my chief in decision-making.	Factor Contribution: 0.894
FACTOR 3: RELIABILITY RESULTING FROM THE WORK	
Variance Value: 7.365/10.316	Average: 4.1481
Reliability: -	Standard Deviation: .6946
Question 18: Since it provides me with a constant work.	Factor Contribution: 0.900
Kaiser-Meyer-Olkin Sampling Sufficiency: .899	
Bartlett Significance Value: .000	
Chi-Square Value: 927.682	

b. The Relation Between Demographics and Job Satisfaction

- **Gender:**

In the analysis, no difference has been found between the female and male employees in terms of job satisfaction.

- **Date of Birth:**

As the ages of the employees rise, their job satisfaction increases as well.

- **Marital Status:**

It has been observed that married employees are more satisfied with their works compared to single employees.

- **Educational Background:**

No significant difference has been found between the education background of the employees and the level of their jobsatisfaction.

- **Department:**

It has been observed that the employees working in the Call Center are less satisfied with their works compared to employees in other departments.

- **Working period in the team:**

No significant difference has been detected between the working period in the team and job satisfaction.

- Satisfaction level of employees who have not worked in a team before is higher than the satisfaction of employees who have previous team work experience.

- No significant correlation has been found between work satisfaction and the number of people working in the team.

- The relation between job satisfaction and the quality of the task demonstrates that the job satisfaction of employees who work in initiation available work is higher than the satisfaction of other employees.

4. Regression Analysis Between Team Factors and Job Satisfaction Factors

Analysis have been made in order to determine the effectiveness of the model formed pursuant to the research datum. In these analysis, team work has been discussed as the independent variable and job satisfaction as dependent variable.

In this section, the effect of team work on job satisfaction has been examined. Prior to regression analysis, first of all it has been observed whether or not there is high correlation between the independent variables. Factors that do not have correlation between them have been excluded from the regression analysis.

The effect of independent variable team work on dependant variable job satisfaction has shown that especially the second of team work factors “reliance and sharing” and the fourth, “participation factor”, have influence on the first job satisfaction factor, “the work itself”.

As a result of the studies it is seen that job satisfaction factor 1 has a degree of 0.191 comprehensibility, and this model has a significant result. Coefficient Beta value of team work factor 2 is 0.251 and team work factor 4 is 0.309. So it can be said that team work factors 2 (reliance and sharing) and 4 (participation) have an effect on the job satisfaction factor 1 “the work itself”.

Table 12: Regression Analysis Between Job Satisfaction Factor 1-Team Work Factors 2 and 4.

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,454 ^a	,206	,191	,7461	1,831

a. Predictors: (Constant), TKF4, TKF2
b. Dependent Variable: ISF1

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15,168	2	7,584	13,625	,000 ^a
	Residual	58,445	105	,557		
	Total	73,613	107			

a. Predictors: (Constant), TKF4, TKF2
b. Dependent Variable: ISF1

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,584	,544		1,074	,285
	TKF2	,308	,112	,251	2,754	,007
	TKF4	,379	,112	,309	3,392	,001

a. Dependent Variable: ISF1

When the job satisfaction factor 2 is analyzed it is seen that the third (team structure) and fourth (participation) team work factors have influence on it. The model has a degree of 0.236 comprehensibility. Team work factor 3 has a Beta value of 0.237, and team work factor 4 has a Beta value of 0.410; so it can be said that team work factor 4 is more significant. In other words the participation factor has an influence on the job satisfaction factor 2 which is “communication”.

Table 13: Regression Analysis Between Job Satisfaction Factor 2-Team Work Factors 3 and 4.

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,500 ^a	,250	,236	,7067	2,240

a. Predictors: (Constant), TKF4, TKF3
b. Dependent Variable: ISF2

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17,470	2	8,735	17,491	,000 ^a
	Residual	52,437	105	,499		
	Total	69,907	107			

a. Predictors: (Constant), TKF4, TKF3
b. Dependent Variable: ISF2

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,090	,517		2,108	,037
	TKF3	,259	,093	,237	2,779	,006
	TKF4	,490	,102	,410	4,814	,000

a. Dependent Variable: ISF2

When the job satisfaction factor 3 is analyzed it is seen that the second (reliance and sharing), third (team structure) and fourth (participation) team work factors have no influence on it. But when the first team work factor (communication) is searched, it is seen that the model has a degree of 0.130 comprehensibility, and the first team work factor (communication), which is meaningful, has a Beta value of 0.372. So communication has an influence on the job satisfaction factor 3 “reliability resulting from the work”.

Table 14: Regression Analysis Between Job Satisfaction Factor 3 And Team Work Factor 1

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,372 ^a	,139	,130	,6507	2,015

a. Predictors: (Constant), TKF1
b. Dependent Variable: ISF3

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7,155	1	7,155	16,901	,000 ^a
	Residual	44,452	105	,423		
	Total	51,607	106			

a. Predictors: (Constant), TKF1
b. Dependent Variable: ISF3

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,043	,516		3,959	,000
	TKF1	,482	,117	,372	4,111	,000

a. Dependent Variable: ISF3

5. Arrangement Of Team Characteristics According To The Demographics

In the grading section of questionnaire where the necessary characteristics of the team are listed, the most frequently values have appeared to be **reliance, respect, communication, sharing and clarity** by considering their modes.

The relation between demographics and the characteristics that should exist in a team is as below:

1) Gender:

Female employees have listed the characteristics that they would expect in a team as communication, reliance, respect, sharing and clarity.

Male employees have made the grading as reliance, respect, communication, sharing and clarity.

2) Marital Status:

Single employees have made this grading as reliance, respect, communication, clarity and sharing. Married employees have listed the same characteristics as reliance, respect, communication, sharing and clarity.

3) Previous experience in team work:

Employees who have previous team work experience have focused on the importance of reliance, and have listed others as communication, respect, sharing and clarity.

Employees who do not previous experience in a team have made the grading as respect, reliance, communication, sharing and clarity.

4) Number of People:

The grading in teams that have few number of employees have appeared to be as respect, reliance, communication, sharing and clarity while in teams with high number of employees, the same grading has appeared to be as reliance, respect, communication, sharing and clarity.

5) Quality of the Task:

Employees who perform routine works have made the grading as reliance, communication, respect, sharing and clarity

Employees who perform initiative available works have made the grading as reliance, communication, sharing, clarity.
and respect.

Employees who perform complementary works have made the grading as communication, sharing, reliance, respect and clarity.

V. RESULT

In this study the objective of the research is to examine if the team work has an effect on increasing or decreasing the satisfaction of workers in organizations.

In the research, general information related to the personal characteristics of the employees have been given and then the degree of job satisfaction created by the team work that the employees apply has been revealed.

It is clearly seen that female workers attach more importance to “trust” factor in team work compared to men. Similarly, young workers give more importance to team structure while experienced workers attach less importance to team structure. Accordingly, as the time spent in the team reduces, the importance attached to the team structure increases. Also there is a relation between the number of the employees and the team structure, too. As the number of the people increase, the importance attached to the team structure increases as well. By the way, it has been detected as a result of the analysis that employees working in routine works attach more importance to the team structure than the employees working in other kinds of works (complementary and where initiation is available).

On the other hand, no relation between marital status, educational background, departments and team work is seen as a result of the study.

In the analysis between demographics and job satisfaction it is seen that as the ages of the employees rise, their job satisfaction increases as well and married employees are more satisfied with their works compared to single employees. It has also been observed that the employees working in the Call Center are less satisfied with their works compared to employees in other departments. Satisfaction level of employees who have not worked in a team before is higher than the satisfaction of employees who have previous team work experience. And also the relation between job satisfaction and the quality of the task demonstrates that the jobsatisfaction of employees who work in initiation available work is higher than the satisfaction of other employees.

On the other hand, no relation between gender, educational background, working period in team, the number of people working in the team and job

satisfaction is observed.

In another part of the study some analysis have been made in order to determine the effectiveness of the model formed pursuant to the research datum. In these analysis, team work has been discussed as the independent variable and work satisfaction as dependent variable and in this section the effect of team work on job satisfaction has been examined.

The effect of independent variable team work on dependant variable job satisfaction has shown that especially the second of team work factors “reliance and sharing” and the fourth, “participation factor”, have influence on the first job satisfaction factor, “the work itself”.

When the job satisfaction factor 2 “communication” is analyzed it is seen that the third (team structure) and fourth (participation) team work factors have influence on it. As a result it is obviously observed that team work factor 4 is more meaningful. In other words the participation factor has more influence on communication.

When the job satisfaction factor 3 is analyzed it is seen that the second (reliance and sharing), third (team structure) and fourth (participation) team work factors have no influence on it. But when the first team work factor (communication) is searched, it is seen that communication has an influence on the job satisfaction factor 3 “reliability resulting from the work”.

In the grading section of the questionnaire where the necessary characteristics of the team are listed, the most frequently values have appeared to be **reliance, respect, communication, sharing and clarity** by considering their modes. After observing the relation between demographics and these characteristics it is seen that there is a difference between male and female subjects. While female employees have listed the characteristics as communication, reliance, respect, sharing and clarity, male employees have made the grading as reliance, respect, communication, sharing and clarity.

Also single employees have made this grading as reliance, respect, communication, clarity and sharing but married employees have listed the same characteristics as reliance, respect, communication, sharing and clarity.

Employees who have previous team work experience have focused on the importance of reliance, and listed other characteristics as communication, respect, sharing and clarity.

Employees who do not previous experience in a team have made the grading as respect, reliance, communication, sharing and clarity.

The grading in teams that have less number of employees have appeared to grade the characteristics as respect, reliance, communication, sharing and clarity while in teams with more number of employees, the same grading has appeared to be as reliance, respect, communication, sharing and clarity.

When the quality of the task is taken into consideration it is seen that employees who perform routine works have made the grading as reliance, communication, respect, sharing and clarity; employees who perform initiative available works have made the grading as reliance, communication, sharing, clarity and respect. And employees who perform complementary works have made the grading as communication, sharing, reliance, respect and clarity.



APPENDIXES

APPENDIX 1

Bu çalışma T.C. Marmara Üniversitesi Sosyal Bilimler Enstitüsü "Human Resources Management and Development" Bilim Dalı yüksek lisans öğrencisi tarafından yürütülen bir çalışmadır. Ankete dayalı araştırmada takım çalışmasının çalışanlarda iş tatmini yaratmadaki rolünün tespiti amaçlanmaktadır. Anket birbirinden bağımsız bölümlerde yer alan sorulardan oluşmaktadır. Ankette yer alan sorunun ya da ifadenin kesinlikle doğru ya da yanlış cevabı yoktur. Önemli olan sorulara içtenlikle cevap verilmesidir. Anket formlarına isim ve soyadı yazılması gerekmemektedir. Araştırmada verdiğiniz yanıtlar, bilimsel ahlaka uygun olarak gizlilik ve güven ilkelerine bağlı kalınarak sadece araştırmacı tarafından değerlendirilecektir.

Verilerin doğru toplanması ve yapılacak istatistik analizlerinin anlamlı çıkması açısından **ankette hiçbir sorunun boş bırakılmamasını önemle rica ederiz.** İlginiz ve katılımınızdan dolayı teşekkür ederiz.

Ayşe Keskin
Börü

Yrd.Doç.Dr.Deniz

CİNSİYET : KADIN:..... ERKEK:.....

DOĞUM TARİHİNİZ:.....

MEDENİ DURUMUNUZ: EVLİ:.....

BEKAR:.....

EĞİTİM DURUMUNUZ:.....

YÜKSEK LİSANS/DOKTORA:.....

ÜNİVERSİTE:.....

LİSE:.....

ORTAOKUL:.....

İLKOKUL:.....

GÖREV YAPTIĞINIZ BÖLÜM:.....

BU TAKIMDAKİ ÇALIŞMA SÜRENİZ:.....

DAHA ÖNCEKİ İŞ HAYATINIZDA HERHANGİ BİR TAKIMDA GÖREV YAPTINIZ MI?

EVET.....

HAYIR.....

TAKIM KAÇ KİŞİDEN OLUŞMAKTADIR?

TAKIM İÇERİSİNDE YAPTIĞIM İŞ:

RUTİN/TEKRAR EDER NİTELİKTEDİR.

İNSİYATİF KULLANMAMA İMKAN VERİR.....

DİĞER TAKIM ÜYELERİNİN İŞLERİNİ TAMAMLAR NİTELİKTEDİR.....

APPENDIX 2

TAKIM ÇALIŞMASI ANKETİ

Aşağıda yer aldığınız takımın çeşitli yönleri ile ilgili cümleler bulunmaktadır. Her cümleyi dikkatli okuyarak takımınızın cümlede belirtilen yönünün size ne derece uyduğunu bir (X) işareti ile belirtiniz.

	Her zaman 5	Çoğu zaman 4	Bazen 3	Ender olarak 2	Hiçbir zaman 1
1. Takım içinde tüm üyelerin kişiliğine saygı gösterilir.					
2. Takım içindeki tüm üyeler hedeflere ulaşabilmek için yapılması gereken işler ve beklenen performans standartlarından haberdardır.					
3. Takım içinde tüm çalışanların yapılan işi etkileyecek kararlara katılımı sağlanır.					
4. Lidere ilettiğim istek ve şikayetlerim dikkatle dinlenir ve sorunun çözümüne gayret gösterilir.					
5. Takımda çıkan sorunların çözülmesi için tüm üyeler ve lider ellerinden geleni yaparlar					
6. İhtiyaç duyduğumda takım arkadaşlarım ile rahatlıkla konuşabilirim.					
7. İhtiyaç duyduğumda takım liderim ile rahatlıkla konuşabilirim					
8. Takım üyelerinin işinde ve hedeflerine ulaşmada ne derece başarılı olduğu yöneticisi ile birlikte değerlendirilir.					
9. Takım içindeki ödüllendirmeler objektif ve adil olarak yapılır.					
10. Takım elemanlarının sayısı etkin görev yapabilmek için yeterlidir.					
11. Takım içinde iş yükü ve görev dağılımı dengeli bir şekilde hazırlanmıştır.					
12. Takım lideri işlerin planlı ve sistematik bir şekilde yürütülmesine dikkat eder.					
13. Takım üyeleri işlerin planlı bir biçimde yürütülmesi için koyulan kurallara uyum gösterir.					
14. Takım lideri işin başarı ile yapılabilmesi ve üyelerin mesleki açıdan gelişebilmesi için gerekli rehberlik ve desteği sağlar.					
15. Takım arkadaşlarıma ve liderime güvenirim.					
16. Yöneticilerimiz ve takım liderimiz güvenliğimize önem verir.					
17. Herhangi bir sağlık probleminde takım arkadaşlarım işlerimi aksatmadan yürütebilir.					
18. Takımda işin her evresinde başarılı olacak elemanlar mevcuttur					
19. Takım çalışması denince aklıma ilk gelen "paylaşım"dır.					
20. Takım çalışması, yaptığım işte kendime güvenimi artırır.					

Aşağıdaki bir takım çalışmasında bulunması gereken özellikleri, sizce taşıdığı öneme göre "en önemli, 1" olmak üzere 1'den 5'e kadar sıralayınız.

Güven	
İletişim	
Paylaşım	
Saygı	
Açıklık	

APPENDIX 3
İŞ TATMİNİ ÖLÇEĞİ

Aşağıda işinizin çeşitli yönleri ile ilgili ifadeler bulunmaktadır. Her ifadeyi dikkatle okuyunuz. İşinizden ne derece memnun olduğunuzu “Hiç memnun değilim”den “Çok memnunum”’a uzanan aralıklar üzerinde sizce uygun olan basamağa (X) işareti koyarak belirtiniz.

Şimdiki işimden:	Çok memnunum	Memnunum	Kararsızım	Memnun değilim	Hiç memnun değilim
1. Beni her zaman meşgul etmesi bakımından					
2. Tek başıma çalışma olanağımın olması bakımından					
3. Arasına değişik şeyler yapabilme şansımın olması bakımından					
4. Toplumda “saygın bir kişi” olma şansını bana vermesi bakımından					
5. Amirimin emrindeki kişileri idare tarzı açısından					
6. Amirimin karar vermedeki yeteneği bakımından					
7. Vicdanıma aykırı olmayan şeyleri yapabilme şansımın olması bakımından					
8. Bana sabit bir iş imkanı sağlaması bakımından					
9. Başkaları için birşeyler yapabilme olanağına sahip olmam bakımından					
10. Kişilere ne yapacaklarını söyleme olanağına sahip olmam bakımından					
11. Kendi yeteneklerimi kullanarak birşeyler yapabilme şansımın olması açısından					
12. İş ile ilgili kararların uygulamaya konması bakımından					
13. Yaptığım iş ve karşılığında aldığım ücret bakımından					
14. İş içinde terfi olanağımın olması açısından					
15. Kendi kararlarımı uygulama serbestliğini bana vermesi açısından					
16. İşimi yaparken kendi yöntemlerimi kullanabilme şansını bana sağlaması bakımından					
17. çalışma şartları bakımından					
18. Çalışma arkadaşlarımla birbirleriyle anlaşmaları açısından					
19. Yaptığım iş karşılığında takdir edilmem açısından					
20. Yaptığım iş karşılığında duyduğum başarı hissinden					

APPENDIX 4

DOGUMTAR

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 21,00	1	,9	,9	,9
22,00	5	4,6	4,6	5,6
23,00	17	15,7	15,7	21,3
24,00	19	17,6	17,6	38,9
25,00	14	13,0	13,0	51,9
26,00	13	12,0	12,0	63,9
27,00	6	5,6	5,6	69,4
28,00	3	2,8	2,8	72,2
29,00	10	9,3	9,3	81,5
30,00	5	4,6	4,6	86,1
31,00	2	1,9	1,9	88,0
32,00	5	4,6	4,6	92,6
33,00	1	,9	,9	93,5
34,00	2	1,9	1,9	95,4
35,00	3	2,8	2,8	98,1
38,00	1	,9	,9	99,1
39,00	1	,9	,9	100,0
Total	108	100,0	100,0	

APPENDIX 5

RELIABILITY ANALYSIS ABOUT TEAM WORK FACTORS

***** Method 1 (space saver) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Item-total Statistics

Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Alpha if Item Deleted	Alpha Deleted
TK1	71,6887	56,8641	,4792	,8433
TK2	71,8585	55,1131	,5216	,8405
TK3	72,4528	56,8978	,3093	,8501
TK4	72,0472	55,2263	,5045	,8412
TK5	71,9717	55,3230	,6187	,8380
TK6	71,8962	56,8748	,3724	,8468
TK7	71,6415	56,5941	,5156	,8421
TK8	72,0377	54,7986	,4786	,8421
TK10	72,3113	58,0260	,2080	,8552
TK11	72,2547	53,8297	,5467	,8388
TK12	72,0094	53,3618	,7321	,8320
TK14	72,2170	53,2382	,6245	,8351
TK15	71,9434	55,9587	,5388	,8408
TK16	71,6887	54,2164	,3155	,8561
TK17	71,7925	56,6232	,2731	,8534
TK18	72,0943	54,1624	,6111	,8366
TK19	71,9340	56,4813	,3609	,8475
TK20	72,1698	53,9709	,5023	,8410

Reliability Coefficients

N of Cases = 106,0

N of Items = 18

Alpha = ,8509

TEAM FACTOR 1;

***** Method 1 (space saver) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Item-total Statistics

Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Alpha if Item Deleted	Alpha Deleted
TK7	12,8972	3,0742	,5546	,5923

TK6	13,1402	3,0462	,4093	,6667
TK2	13,1028	2,7724	,5143	,6005
TK8	13,2897	2,6417	,4540	,6482

Reliability Coefficients

N of Cases = 107,0 N of Items = 4

Alpha = ,6912

TEAM FACTOR 2;

***** Method 1 (space saver) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Alpha if Item Deleted
TK18	8,3796	2,3499	,5135	,7247
TK19	8,2222	2,0997	,5757	,6555
TK20	8,4537	1,7455	,6374	,5806

Reliability Coefficients

N of Cases = 108,0 N of Items = 3

Alpha = ,7449

TEAM FACTOR 3;

***** Method 1 (space saver) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Alpha if Item Deleted
TK10	3,9907	,7569	,4273	.
TK11	3,9352	,7715	,4273	.

Reliability Coefficients

N of Cases = 108,0 N of Items = 2

Alpha = ,5987

TEAM FACTOR 4;

***** Method 1 (space saver) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Alpha if Item Deleted
TK3	4,1944	,5880	,4115	.
TK4	3,7870	,7112	,4115	.

Reliability Coefficients
N of Cases = 108,0 N of Items = 2
Alpha = ,5812



APPENDIX 6

RELIABILITY ANALYSIS ABOUT JOB SATISFACTION FACTORS

***** Method 1 (space saver) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Alpha if Item Deleted
IST1	67,3056	167,4478	,5778	,9372
IST2	67,1944	168,9805	,6035	,9367
IST3	67,6759	163,0061	,6340	,9364
IST4	67,2778	165,4548	,6944	,9351
IST5	66,8148	171,4233	,4891	,9385
IST6	66,7407	171,0163	,5655	,9373
IST7	67,2593	167,2593	,6268	,9363
IST8	66,9259	173,3216	,4443	,9390
IST9	67,1204	169,7517	,5890	,9369
IST10	67,3148	165,2458	,6723	,9355
IST11	67,5648	157,5565	,7756	,9334
IST12	67,4537	162,1006	,7597	,9338
IST13	67,8333	168,7196	,5530	,9375
IST14	67,7963	161,4721	,7385	,9342
IST15	67,7407	159,6892	,8024	,9329
IST16	67,5370	161,6715	,7383	,9342
IST17	67,3426	167,1619	,6276	,9363
IST18	66,7037	177,8740	,2883	,9408
IST19	67,2593	165,1845	,7316	,9345
IST20	67,3241	162,0342	,7587	,9338

Reliability Coefficients

N of Cases = 108,0

N of Items = 20

Alpha = ,9391

JOB SATISFACTION FACTOR 1;

***** Method 1 (space saver) will be used for this analysis *****
RELIABILITY ANALYSIS - SCALE (ALPHA)
Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Alpha if Item Deleted
IST11	33,9444	64,9128	,8241	,9217
IST15	34,1204	66,9293	,8203	,9220
IST16	33,9167	67,8902	,7739	,9241
IST3	34,0556	68,3520	,6845	,9285
IST4	33,6574	70,3021	,7390	,9260
IST14	34,1759	68,5762	,7249	,9263
IST12	33,8333	69,1308	,7382	,9258
IST20	33,7037	69,3693	,7198	,9265
IST2	33,5741	72,9758	,6251	,9305
IST7	33,6389	72,2702	,6179	,9307
IST10	33,6944	71,1488	,6511	,9294

Reliability Coefficients

N of Cases = 108,0

N of Items = 11

Alpha = ,9328

JOB SATISFACTION FACTOR 2;

***** Method 1 (space saver) will be used for this analysis *****
RELIABILITY ANALYSIS - SCALE (ALPHA)
Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Alpha if Item Deleted
IST5	4,1111	,6604	,7903	.
IST6	4,0370	,8024	,7903	.

Reliability Coefficients

N of Cases = 108,0

N of Items = 2

Alpha = ,8805

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